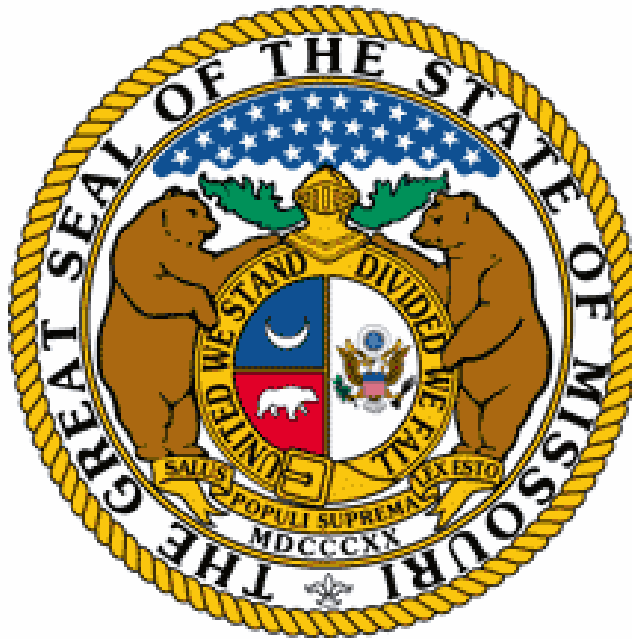


Grant Writing and Management Manual



January 2006

Missouri State Library Grant Manual January 2006



Compiled by
Missouri State Library
Library Development Division

Sponsored by the Missouri State Library
Office of the Secretary of State
Robin Carnahan

www.sos.mo.gov

This Grant Manual is supported by funds from the Institute of Museum and Library Services under provision of the Library Services and Technology Act as administered by the Missouri State Library, a division of the Office of the Secretary of State.



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INTRODUCTION TO THE MANUAL

The Library Development Division of the Missouri State Library (MOSL) seeks to assist library staff with successful administration of their grant projects through the information in this Grant Manual. The manual is presented in three parts: 1) Definitions and General Policies, 2) Proposal Preparation and Submission, and 3) Award Receipt and Administration. We hope you will review each section, as the parts are interdependent. For instance, Part 1 includes brief descriptions of terms or topics, some of which may appear in other parts of the manual with more detailed information and instructions. General policies may include procedures for obtaining approvals, which are pertinent to other areas of the manual, so cross-referencing is important.

Each part contains numerous links to laws, regulations, policies or guidelines available on the World Wide Web. Because website addresses frequently change, MOSL will make every attempt to keep these links current, but users should feel free to contact the office if a web link is found to be in error. Additionally, MOSL expects to add or revise topics and sections throughout the year, so users are encouraged to update their copy of the manual as new material is provided.

The Grant Manual has been designed to provide current guidelines, policies and procedures to staff from eligible libraries seeking LSTA Grant support, and for managing awards in compliance with federal and state laws, rules and regulations. Recent issues directly affecting grants management include: reengineering by federal agencies under a mandate to streamline government, increased access to information over the internet, and the explosion of electronic services including electronic commerce. Both public and private grantmakers have responded to these issues with changes in policies and procedures for proposal submissions and award administration.

We are interested in your comments and suggestions as users of the manual. Please send your questions, problems you have encountered, topics you would like included in the future, or other comments to diana.very@sos.mo.gov.

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Reviewed – 3/30/2006

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Contact [Barbara Reading](#)

Vacant, *Library Consultant, Technology and Census Services*
Contact [Barbara Reading](#)

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Vacant, *General Office Assistant II*
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2006 SHORT TERM GRANT SCHEDULE

Short-term Grants Categories

- **Bring in an Expert**
- **Planning and Standards**
- **Spotlight on Programming**
- **Training and Professional Development**
- **Senior Service – Senior Fairs**

Important Grant Opportunities Dates

- ❖ Spring 2006
 - Grant Announcement – February 1, 2006
 - Application Deadline – March 15, 2006
 - Grant Period – May 1, 2006 – August 30, 2006
 - ❖ Summer 2006
 - Grant Announcement – May 15, 2006
 - Application Deadline – July 1, 2006
 - Grant Period – September 1, 2006 – February 28, 2007
 - ❖ Fall 2006
 - Grant Announcement – September 1, 2006
 - Application Deadline – October 25, 2006
 - Grant Period – January 1, 2007 – June 30, 2007
-

Other Short-term Grants

- **Summer Library Program Grants**

Important Grant Opportunities Dates

- ❖ Spring 2006
 - Grant Announcement – January 10, 2006
 - Application Deadline – February 28, 2006
 - Grant Period – April 1, 2006 – September 15, 2006

- **Show Me Steps to Career Development**

Important Grant Opportunities Dates

- ❖ All Year
 - Application Deadline – Within Six Weeks before conference or training
 - Grant Period – Date of Conference or Training

2006 LONG TERM GRANT SCHEDULE

Long-term Grants Categories

- **After School Connections**
- **Digital Imaging – Tracks I, II, and III**
- **Discoveries**
- **Cooperation Projects**
- **GED Online Study Groups**
- **KET/GED/WES Study Groups**
- **Retrospective Conversion Projects**
- **Technology Ladder**
- **Website Makeover**

Important Grant Opportunities Dates

- ❖ Spring 2006
 - Grant Announcement – February 15, 2006
 - Application Deadline – April 5, 2006
 - Grant Period – July 1, 2006 – June 30, 2007
 - ❖ Fall 2006
 - Grant Announcement – August 15, 2006
 - Application Deadline – October 4, 2006
 - Grant Period – January 1, 2007 – December 31, 2007
-

Other Long-term Grants

- **Teen Spaces Grants**

Important Grant Opportunities Dates

- ❖ Fall 2006
 - Grant Announcement – September 15, 2006
 - Application Deadline – November 1, 2006
 - Grant Period – February 1, 2007 – September 15, 2007

- **Learning Express Grants**

Important Grant Opportunities Dates

- ❖ Summer 2006
 - Grant Announcement – July 5, 2006
 - Application Deadline – July 25, 2006
 - Grant Period – September 1, 2006 – July 31, 2006

**LSTA Grant Projects – Funding from Federal FY 2006
(To be spent in State FY 2007 – July 1, 2006 to June 30, 2007)**

I. Competitive Grants

MAXIMIZING SERVICE IN THE ELECTRONIC ENVIRONMENT - \$590,000

Technology Ladder

Provide a comprehensive technology enhancement grant that will help libraries improve their computer security, network performance, and provide reasonable computer resources to their patrons.

Website Makeover

Grants to public libraries to develop or redesign a website for more effective service delivery. Required to be ADA compliant, contain a Translation Link, and link to State Resources. Library required to plan maintenance and upgrades.

Assistive Technology

Adaptive Technology for libraries to better equip themselves to meet the needs of patrons with special needs.

Digital Imaging: Tracks I, II, and III

These grants are designed to focus on digitization of historical materials in significant areas of Missouri history, in themes such as The Westward Movement, or Rivers, Railroads, and Route 66. The grants are restricted to projects that involve primary source materials. Track 1 grants provide funding for libraries just beginning to work with digital imaging projects; Track II grants fund demonstration projects exhibiting best practices; Track III grants allow libraries to add item-level metadata to existing digital collections.

Retrospective Conversion/Library Automation

Convert card catalogs or other paper inventories into electronic format (MARC records), which is basis for libraries to display their holdings in union Catalogs such as the Missouri Group Catalog. Facilitate greater resource sharing among institutions. Assist libraries with implementation of local automation systems.

SUPPORTING EXCELLENCE IN SERVICE - \$185,000

Training and Professional Development

Grants for libraries to contract with a trainer(s) to come to their library and conduct a workshop or series of workshops with library staff or trustees to gain in-depth knowledge on topics focused on a specific need, for a period of one half (1/2) to two (2) days.

Show-Me Steps to Career Development

Provide financial assistance for Missouri library personnel and public library trustee to participate in continuing education and training opportunities, with some match of funds by local institutions.

Additional Staff Projects

Funds for contracted training and other projects planned by staff as needs and opportunities arise.

SERVING THE WHOLE COMMUNITY - \$330,000

Youth Services

After School Connections

Develop a series of after school programs for youth in grades four through ten who do not traditionally visit the library. Projects can encourage reading and writing activities; provide homework help; introduce youth to library technology; offer volunteer opportunities; showcase topics in the library collection; or offer other activities deemed eligible by the State Library.

Teen Spaces Grants

Grants allow public libraries to develop unique places for teens within the library facility to attract more teen users to the library.

Summer Library Program Grants

Provide libraries with additional funds to expand opportunities for children to improve their reading skills, enrich children's summer learning experiences, and enhance opportunities for libraries to reach unserved summer populations.

Literacy

Learning Express

License for database of various standardized tests that can be used as practice to increase scores when taking the tests. Practice tests can be taken from library computers and from computers outside the library.

Senior Services -

Services for Seniors Grants

Grant funding will be provided in two areas: Senior Fairs and general programs for seniors. The senior fair grants will provide funds to plan and host senior information fairs, the goals of which will be to attract new senior audiences to the library, introduce older adults to the resources available through the library, and encourage partnerships between the library and senior-serving agencies in the community. The general program grants provide funds to plan and implement a minimum of four program events for mature adults. There are no restrictions on the types of programs or topics for programs except that they are appropriate to the audience.

LIBRARIES AS INNOVATORS - \$210,000

Cooperation Grants

This category will allow libraries to try out new and different ideas, in cooperation with library and community partners. Several areas will be designated as priorities, such as: Partnerships between school libraries and Senior Centers; Projects designed for Underserved Groups; Partnerships between libraries and medical programs as an educational role; or other great ideas that involve all types of libraries partnering together or with other community/state agencies.

Bring in an Expert

Intended to help libraries secure the services of qualified consultants, professional librarians, technology experts, planners, marketing firms, interior designers, child development specialists, or other experts with a skill or knowledge that would benefit the library's administration, staff, or patrons.

Planning and Standards

Provides assistance to libraries of all types to develop and write policies and service plans for purposes of bringing the applicant library into compliance with accepted standards and best practices.

Collections for Diverse Readers

A need exists for public libraries to better manage their fiction collections. A pilot project providing the electronic database *NoveList* began in 2003 to do so, and we propose LSTA funds to continue the program for the 30 small to medium sized libraries currently involved. Libraries receive access to the database at no cost the first year of their participation, and then pay a portion of the cost, increasing each year, for the following years.

Programs:

Spotlight on Library Programs / Genre Forums

For Spotlight grants, funds may be used to cover the costs for planning and implementing the event. In addition, the Videoconferencing network will be used to provide two Genre Forums in FY2007 with links to two additional libraries.

II. LSTA Statewide Projects:

MAXIMIZING SERVICE IN THE ELECTRONIC ENVIRONMENT - \$470,000

Virtually Missouri -

This project provides a website portal and search capability to digitized items from a variety of Missouri libraries and cultural institutions. Budget includes \$33,500 to support a statewide planning committee, 5 technical workshops, 6 regional outreach meetings, and promotion of the project and \$76,500 for database processing and website hosting.

Show-Me the World -

This provides an integrated set of electronic services to facilitate resource sharing by public libraries. Funds are used to provide a statewide license for Interlibrary Loan and the Missouri Group Catalog; services fees for CatExpress cataloging; technical support, and access for users to searching a 1 billion record database of library materials.

SUPPORTING EXCELLENCE IN SERVICE - \$191,600

Skills Institutes -

The Skills Institutes are designed to deliver 19 hours of instruction on two levels: basic and advanced. The basic course is a series of sessions covering a range of library skills focused on public libraries in Missouri. Participants in the advanced series select one of two advanced courses each Institute. The entire curriculum of the institute includes 9 courses. Participants also receive different levels of recognition certificates based on the number of courses completed. The Institute is offered in February and August. Attendance numbers 70-90.

Grantsmanship Workshops -

Workshops on grant proposal writing and grant administration to 5 regional areas.

Library Ambassadors Workshop Series -

Series of regional one-day workshops designed to support library staff to best represent their library system while working on community projects.

Trustee Academy Workshops -

Training for library governing boards will stress relationships between board and administration, advocacy, and the role of boards in securing funding for their libraries.

No Limits Learning -

Enhance the current statewide training efforts by offering a variety of continuing education opportunities through online tutorials, desktop Web casts, blended cohort learning, and

videoconference. The goal is to deliver effective training with a broad range of accessibility to library staff.

Centra Licenses -

This grant provides desktop deliverable training software to allow online instructor-led synchronous training for library staff.

Scholarships -

Scholarship program is for students pursuing a master's degree in library science or school library media certification. These scholarships are open to students attending Missouri academic institutions and are limited to tuition costs and academic fees. The program requires the recipient to work in a publicly funded library upon graduation.

SERVING THE WHOLE COMMUNITY - \$459,761

Youth Services -

Teen Spaces Workshops -

Workshops focus on practical methods and strategies library staff can use to create, update or add to library space designed uniquely for use by teens. Attendees of the workshops will have the opportunity to apply for "Teen Spaces" grants.

Summer Library Program Workshops -

Provide libraries with workshops to expand opportunities for children to improve their reading skills, enrich children's summer learning experiences, and enhance opportunities for libraries to reach unserved summer populations.

Literacy -

Capacity Building for Library

And Local Literacy Organizations -

Focus on creating web-based tools and resources for libraries and literacy organizations, providing customized literacy training and technical assistance, and coordinating the collaborative partnerships necessary for success.

Literacy Training for Library Staff -

Customized family literacy-related training for Missouri's libraries staff members utilizing the State Library's training infrastructure.

Bilingual Story Hour Workshops -

Provide services for this special population family literacy is a key component of services to the immigrant population.

Spanish That Works -

Course for group trainings based around a core vocabulary of library things (books in Spanish, videos for children, music CD's), library places (circulation desk, computer area, bathroom), and library actions (check-out, return, sign-in).

Every Child Ready to Read (ECRR) Yr 2 -

This project will provide “Every Child Ready to Read” training for public library staff and their community partners. Libraries willing to commit to participate in the training, to provide parent workshops, and to increase literacy practices and programs with partners and in their libraries will be eligible to apply for grant funds. These funds can be used to cover the costs for Every Child Ready to Read training kits and other eligible program costs.

Library-based Literacy Study Groups -

These grants will assist libraries with establishing organized adult study groups around a GED Online curriculum produced by the Department of Elementary and Secondary Education or around materials and curriculum developed by the Kentucky Public Television program, which are available free to Missouri residents.

Services for People with Special Needs -

Partnerships for Mental Health –

The Department of Mental Health will promote use of public libraries as an important resource in skills development and self-determination among persons with developmental disabilities and their advocates; Assist local public libraries in offering library programs and services for persons with special needs.

Wolfner Library Services -

Provides circulation services and materials for persons with physical difficulties in using print.

LIBRARIES AS INNOVATORS - \$660,346

Continuing Education Committee -

Meeting involves statewide representation of library staff for continuing education issues facing library staff.

Library Development -

Consulting to libraries, management of statewide projects, publications, and statistical support.

Grant Application Example Used in January 2006 Workshops

**MISSOURI STATE LIBRARY
LSTA Grant Program
Summer Library Program Grant Program
Information & Guidelines
Winter 2006**

I. Grant program description

LSTA Summer Library Program grants will provide public and school libraries with additional funds to

- expand opportunities for children and teens to improve their reading skills;
- enrich children's summer learning experiences;
- enhance opportunities to reach unserved summer populations.

The Summer Library Program Grant will be a very competitive program. It provides an exceptional opportunity for libraries to obtain funding for innovative and creative approaches that result in more children and teens reading throughout the summer months. Applicants are encouraged to provide well-conceived and well-planned program descriptions. Grant monitoring visits will occur for most grantees. Think through what you hope to achieve in obtaining this grant, then outline the activities and tasks you will need to complete in order to achieve your goal. Grantees will be expected to follow their outlined plans and activities closely. For assistance in developing your plan or activities, please contact Nancee Dahms-Stinson at 800-325-0131 or nancee.dahms-stinson@sos.mo.gov.

To encourage public and school libraries to develop and report about innovative approaches to encourage reading, a recognition program has been developed. At the end of the grant period, a review team will choose the six best Summer Library Program Grant projects in the state. These six will be recognized as exemplary programs by the Institute for Museum and Library Services, the federal agency that oversees the Library Services and Technology Act program.

Grant priorities

The following are key elements in designing a project that will receive priority for funding under the Summer Library Program grant program.

- Audience: Summer Library Program grant projects will focus on youth, birth to age 17, but especially children and young adults who do not currently participate in a summer library program. Examples include, but are not limited to:
 - Youth who do not live in an area served by a public library
 - Youth who have difficulty getting to a library
 - Youth who have limited access to books to read in the summer
 - Immigrant or non-English speaking youth
 - Young adults, ages 12-17 (for libraries that have never conducted a separate summer library program for teens)

- Youth who have difficulty reading or aliterate youth
- Goals: Project activities will be developed and implemented in local communities based on local needs and resources. Missouri public and school libraries will have the opportunity to apply for grant funds that will enable them to plan and conduct activities out of the scope of their current summer library program activities. Activities should be focused on increasing the number of youth who read during summer, increasing use of library resources by youth and mentoring activities. The following examples will receive priority attention:
 - Outreach activities to schools, day camps or other agencies working with youth during the summer months
 - Recruiting and training teen mentors or volunteers to work with younger children, as reading buddies, as homework helpers, or in some other capacity
 - Hiring additional temporary staff to help plan and conduct programs and activities
 - Hiring library media specialists to keep school libraries open and accessible during the summer months.
 - Recruiting and training teen or other volunteers to assist with outreach or in-house projects and programs
 - Providing special programs that attract unserved youth and family audiences
 - Hiring extra staff to maintain deposit collections around the library service area
 - Providing reading motivation activities to specific, unserved groups of youth
 - Development of projects for parents to involve them in their children's reading and education
 - Providing transportation to get youth to the library
 - Materials and supplies to implement programs
- Cooperation: For public and school libraries that serve common audiences, development of a cooperative relationship and collaborative activities will be a requirement. Partnering with other agencies and businesses is often the key to attracting unserved audiences, promoting the library and its services, and enhancing community relationships. Partnerships with other libraries, schools, community agencies and businesses are highly encouraged.
- Evaluation: Data collection will be required, and a clear report of the progress made will be expected. Applicants should submit an evaluation plan that provides a clear indication of how change or improvement in the target audience will be measured. Quantitative as well as qualitative measures will be required. Examples include, but are not limited to:
 - Percent increase in youth registering for and/or participating in the 2006 summer reading program compared to 2005 registration and/or participation.
 - Percent increase of youth who completed the 2006 program compared to 2005 completion.
 - Number of outreach or special reading motivation activities conducted in 2006, AND percent increase from 2005, if available.
 - Number of youth participating in outreach or special reading motivation activities, AND percent increase from 2005, if available.

- Circulation of juvenile and/or young adult materials, AND percent increase from 2005, if available.
- Percent increase in new juvenile or young adult library card registrations compared to the same period in 2005.
- Number of reading buddy hours completed and number of children participating in reading buddy programs; percent increase in either or both, since 2005, if available.
- Number of parents participating in youth development, literacy or reading activities, AND percent increase in parent participation in youth services parent programs.
- Anecdotal comments from parents and youth, collected from surveys, evaluations, and verbal interviews. (Note: expression of “enjoyment” or “a good time” is not necessarily a measure of success; expression of spending more hours reading is a measure of success)

Applicants are expected to develop appropriate measures for the activities described in the application.

The grant period runs from May 1, 2006 to September 15, 2006. All activities will take place during the traditional summer library program months of May through mid-September 2006, with the requirement that libraries conduct the summer program a minimum of six weeks. Libraries conducting summer programs that run throughout the summer will receive priority.

Eligibility

This grant is open to all public libraries that receive state aid and all qualifying school libraries.

Funds available

One-time grants will be awarded to participating public and school libraries ranging from \$7,500 to \$15,000, based on the population of the library service area for public libraries and the school district population for school districts.

<u>Population</u>	<u>Maximum funding level</u>
Under 15,000	\$7,500
15,000 to 35,000	\$10,000
35,000 to 85,000	\$12,000
85,000 and over	\$15,000

Matching funds

No local matching funds are required for program costs. However, any equipment costs over \$500 requires a 50% match. Example: Equipment cost of \$600 requires \$300 of local matching funds and \$300 of LSTA grant funds. Please contact Diana Very prior to grant deadline if you have questions about equipment purchases.

Allowable and unallowable costs

Allowable costs include, but are not limited to:

- Training costs for volunteers
- Publicity, mailing, printing costs
- Special speakers and performers (limited to honoraria and expenses, and not for entertainment purposes but for educational purposes only.)
- Art and other programming supplies
- Costs for additional staff or staff hours specifically related to the project.¹ For example, a library may use grant funds to pay an existing part-time employee for extra hours to implement the project, or a library with limited staff may hire a qualified individual at an hourly rate to plan and implement the project.
- Costs to transport youth from school, day camp or licensed child care agency using bus or other valid student transportation service. Costs to transport youth from their homes to the library are not allowed.
- Refreshments for project-related activities

Unallowable costs include, but are not limited to:

- Paying existing staff costs (i.e., using grant funds to pay for the hours a regular staff person spends on planning and implementing the programs)
- Collection development acquisitions
- Incentives, prizes or gifts
- Transportation for field trips
- Vehicles

Large Purchase Documentation: If your grant request requires procurement of a large dollar item, then a competitive bid process may be necessary. For items over an amount specified in your procurement guidelines (example-Missouri State Library's specified amount is \$3,000), you will need to document your bid process used for the purchase. Informal methods of requesting competitive bids are: fax bids; telephone bids; catalog comparison; or, e-mail bids. Documentation can be in the form of a list stating names of the vendors, date of bid requests, and amount of bids. Any questions regarding this process can be addressed to Diana Very, LSTA Grant Officer, 573-526-1256.

Reporting requirements

Libraries awarded Summer Library Program grants are required to submit narrative, statistical, financial and evaluative reports regarding the project. An interim report is due June 30, 2006; the final grant report is due September 30, 2006. Copies of surveys, promotional materials, brochures, evaluation results and other documents produced, as part of the grant project, must accompany the final narrative report.

¹ Libraries using funds to pay for additional staff hours need to maintain in the grant folder time sheets or other documentation that show the time paid to employee was spent solely on the grant project tasks.

Grant monitoring

According to Federal Regulations 45CFR1183.40, revised October 1, 2004, “grantees are responsible for managing the day-to-day operations of grant and subgrant supported activities. Grantees must monitor grant and subgrant supported activities to assure compliance with applicable Federal requirements and that performance goals are being achieved. Grantee monitoring must cover each program, function, or activity.”

In an effort to comply with the Federal Regulations, Missouri State Library staff will monitor and report program performance on awarded LSTA grants. This will be accomplished by site visits, interim reports, or phone calls.

Review of applications

- **Eligible applications are reviewed and evaluated by State Library staff.**
- Staff recommendations are submitted to State Librarian.
- State Librarian makes recommendations to the Secretary of State.
- Secretary of State makes final decision.
- **To be eligible for review, grant applications must be postmarked by February 28, 2006 or hand delivered by March 1, 2006. Only complete application forms from eligible institutions will be reviewed.**
- No grant funds may be encumbered or expended until the prescribed grant period until the library receives the final executed grant agreement signed by the library representative, the State Librarian, and the Executive Deputy Secretary of State.

Assurances

Before you apply:

Determine if your library’s cash flow is adequate to meet the following terms and conditions of this grant, should it be awarded?

1. How payments are made:

Generally, grant funds are awarded in two or more successive payments, timed to allow the grantee access to sufficient monies to carry out and complete the funded project. However, the State Library customarily withholds 30% of the grant award until completion and approval of the final report. It is the grantee’s responsibility to use the grant funds to pay project expenses in a timely manner. Grantees with cash flow issues are advised to work out payment arrangements with vendors in advance, if they must wait for a final grant payment to complete all payments to a vendor(s).

2. Disbursement of funds by grantee.

Federal regulations require the grantee to expend (disburse) all Grants payments within a reasonable time period of their receipt – generally up to 30 days. Failure to do so risks default of the grant funds to the State Library.

3. How the grant will be paid:

Grantees are paid 35% of the total grant amount upon completion of the final executed agreement. The State Library awards a second payment of 35% of the total grant amount upon submission and approval of the Second Interim Report and Request for Second Payment.

A final payment of the remaining grant amount (30% of the grant award or the actual remaining amount expended or encumbered) is disbursed upon completion of the project, following submission and approval of the Final Report and Final Request for payment by the State Library. The Final Report and Payment Request is due no later than 30 days after completion of the project or the end of the grant period.

Mail completed application forms to:

Diana Very, LSTA Grants Officer
LSTA Grant Application
Missouri State Library
600 West Main Street, PO Box 387
Jefferson City, MO 65102-0387

For further information, contact:

Nancee Dahms-Stinson, Youth & Senior Services Consultant
Telephone 573-751-1821 or (in Missouri) 800-325-0131, ext. 5.
E-mail: nancee.dahms-stinson@sos.mo.gov

MISSOURI STATE LIBRARY
LSTA Grant Program
Summer Library Program Grant Program
Application Instructions
Winter 2006

GENERAL INSTRUCTIONS

- Use the enclosed application form. The application form is not to be changed in any way. Responses should be typed.
- The application will be photocopied for use by the Grant Review Committee. Fill in the library's name at the top of each sheet. The application form and instructions may be photocopied as needed.
- Part II-Program Narrative and Part III-Budget Narrative are to be typed double-spaced on plain sheets, with the library's name at the top of each sheet. Attach these narratives to the back of Part I application form.
- Signatures must be included or the application will be ineligible for consideration.
- Failure to give the required information may eliminate your application from consideration.
- Double-check your math in the budget portion. Proofread the proposal. Correct spelling, grammar, and typing mistakes before submission.
- Use white 8 ½ x 11" paper. Do not use binders, folders, notebooks, or staples.

Part I – Application Form - Itemized Instructions

- *Project number*-Leave blank.
- *Name of library*-Give the official, legal name of the library.
- *Federal Tax I.D. # or MO Vendor # if different*—Same as Federal Employee Identification Number (FEIN) or Tax Identification Number (TIN). Make sure this is your Missouri Vendor ID number. In some cases, it is different and this is the number we must have to process your application.
- *Project Director*-Give the name of person who will oversee the project and serve as a contact for reports. Include project director's e-mail address.
- *Project Title*-Provide a brief title for your project.
- *Total population of legal service area*-Public libraries should indicate the total legal service population; schools should indicate the total population for the school district.
- *Estimated number of youth to be served by this project*-Give a realistic estimate, based on the best and most current information available, of the number of targeted people the project will reach. The Missouri State Census Data Center Web site may be found at:
<http://mcdc2.missouri.edu/>.
- *LSTA funds requested*-Show the total amount of grant funds you are requesting. Round to the nearest dollar.
- *Project description*-Provide a concise description of your project, not to exceed 250 words. Include key information from each section of Part II, with emphasis on the program activities.

MISSOURI STATE LIBRARY
Summer Library Program Grant Program
Application Form
Spring 2006

Project # _____

Part I – You must use this sheet as page one of your application *Please type.*

Name of library: _____

Federal Tax I.D. # or MO Vendor # if different: _____

Address: _____

City: _____ **County:** _____

Library director: _____

Project director (contact person): _____

E-mail address/phone of project director: _____

Project title: _____

Total population of legal service area: _____

Estimated number of youth to be served by this project: _____

LSTA funds requested: \$ _____

Local funds to be used (optional) \$ _____

Project abstract (not to exceed 250 words):

PART II: NARRATIVE

1. Describe your target audience (age ranges, special needs, barriers that prevent them from participating in the summer library program).
2. State your summer library program goal. Describe what you plan to achieve with this grant (*i.e., increase summer library program participation by 10%*).
3. Project activities. Describe the activities you will engage in to reach your goal (*i.e., extend hours of current part-time staff to plan and conduct an off-site summer reading program at the YMCA day camp, including programming, maintaining a temporary deposit collection, and processing registrations for participants*).
4. Using the list below, describe the tasks, including a timeline, you will conduct to complete your activities. Leave blank any activities you do not plan to incorporate to achieve your goal. Use the space below the list to describe activities that do not fit into the categories provided.
 - a. Recruitment & hiring
 - b. Partnership development
 - c. Cooperative activities
 - d. Promotion and public relations

- e. Scheduling events
 - f. Registration for youth
 - g. Program implementation
 - h. Youth recognition
 - i. Evaluation activities
 - j. Other
5. Please check below the partnerships you will develop for the 2006 summer library program and briefly list what resources you are sharing (i.e., *“Ourtown Elementary School: summer school teachers will bring classes to library once per week for four weeks during summer school; library staff will provide a program for visiting classes”*).
- a. ___ Schools
 - b. ___ Businesses
 - c. ___ Child care agencies
 - d. ___ Day Camps
 - e. ___ Other agencies (provide agency names and description of partnership)
6. Duration of reading program (this is the length of time during which youth can track their reading and/or participate in special reading program activities).
- ___ 6 weeks
 - ___ 8 weeks
 - ___ 10 weeks
 - ___ Other (please describe)

7. Summer Library Program theme

- ☐ Statewide theme (Paws, Claws, Scales & Tales and/or Creature Feature)
- ☐ Other (please describe)

8. What publicity tools will you use? Please check all that apply.

- ☐ Newspaper ads or articles
- ☐ Radio interviews or public service announcement (PSA)
- ☐ Cable Television
- ☐ CSLP PSA (on local TV stations)
- ☐ Flyers at schools
- ☐ School visits
- ☐ Library tours
- ☐ Posters and flyers in community
- ☐ Community agency or group presentations
- ☐ In house
- ☐ Other (please describe)

9. Please describe your public relation activities to promote the summer program:

a. Schools:

b. Community:

c. Local sponsors:

9. If you provide prizes or incentives to youth participating in the program, please indicate what you will use in 2006.

NOTE: LSTA grant funds can NOT be used to obtain prizes, incentives, or gifts.

☐ Books

- ___ Food coupons
- ___ Coupons for other goods/services
- ___ Passes to community events
- ___ Small toys/prizes (from CSLP or other catalog)
- ___ Other (please describe)

10. What information will you collect for registration?

11. How will you track reading requirements?

a. For children:

b. For teens

12. What requirements must youth meet to complete your summer program?

a. Children:

b. Teens:

13. Please list the partners with whom you will work to reach unserved or underserved populations.

14. Please list any other partners or sponsors not mentioned in other portions of the grant. Indicate next to each what resources they are sharing or donating.

15. Based on your goal for the summer library program (refer to #2), what strategies and actions will you take to evaluate your progress, as well as any change or improvement to the target audience or community? Please attach samples of any evaluation tools you plan to use.

Part III—Budget Narrative and Worksheet

Budget Narrative

Provide a budget narrative explaining all anticipated project costs listed on the budget worksheet. Provide justification for all costs and a *thorough* description of each budget item. Requests for speaker/presenter costs must include fees and a thorough summary of travel expenses. Requests for equipment must be project specific, appropriate to the project, and justified. Computers must meet or exceed the minimum specifications listed on the Missouri State Library Grants Web page. If requesting funds for equipment, include the specifications and unit price of each piece. Provide valid explanations for why equipment already owned by the library cannot be used. Requests for staff costs must include justification for additional staff hours, the rate at which staff will be paid, and the total number of hours staff will work. *Provide explanations for both federal and local funds.*

Budget Worksheet

The clearly developed budget includes an **Item Description** of the planned expenditures itemized under the correct budget category. The **Basis for the Cost Estimate** should include the cost of each item multiplied by the number of items requested. The **Total Cost** columns are the final cost for the item that will be purchased with LSTA funds or local funds. The final **Total Project Cost** at the bottom will identify the project cost requested for the application.

Using the budget worksheet provided with this application, include a line-item budget. Round all figures to the nearest whole dollar. Check your math! LSTA funds may not be used for administrative overhead, “door prizes,” “incentives,” or any type of “gift” to presenters, participants, or libraries. The addition of local funds is encouraged but not required. If local funds will be added to the project, list them on the budget worksheet and explain them in the budget narrative

**Summer Library Program Grant Program
Budget Worksheet**

Library Name:				
Project Title:				
Category	Item Description	Basis for Cost Estimate	Total Cost / LSTA Funds	Total Cost / Local Funds
Personnel – Salary & Fringe Benefits			\$	\$
Travel			\$	\$
Supplies			\$	\$
Equipment Over \$500 Requires 50% Match			\$	\$
Contractual			\$	\$
Total Project Costs			\$	\$

PART IV: CERTIFICATION AND SIGNATURES

ATTENTION: You must use Part I – Cover Page, Part III – Budget Worksheet, and Part IV – Certifications and Signatures for your application. Part II – Program Narrative and Part III – Budget Narrative should be submitted on white paper, single sided, double-spaced. Please number the narrative pages of Part II and Part III. Part IV must be the last page of your application.

Signatures of both the Library Director and the Library Board President are required, or the application will not be considered.

We are aware of, and agree to comply with, all state and federal provisions and assurances required under this grant program. If awarded grant funds, we assure that we will carry out the grant project according to the approved grant proposal. This application has been authorized by the appropriate authorities of the applying library. By signing this application, the library board acknowledges compliance with and agreement to all eligibility requirements.

Type name of Library Director

Type name of Library Board President

Signature, above official (in blue ink)

Signature, above official (in blue ink)

Date

Date

Mail completed applications to:

Diana Very, LSTA Grants Officer
LSTA Grant Application
Missouri State Library
600 West Main Street, PO Box 387
Jefferson City, MO 65102-0387

Application deadline: February 28, 2006 (postmarked); March 1, 2006 (hand delivered)

For State Library use only:

_____ Approved

_____ Not Approved

\$_____ Amount Awarded

These grants are made available through funds from the Library Services and Technology Act appropriated by Congress and administered by the Institute of Museum and Library Services and the Missouri Secretary of State.



Post-Project Information

This will be part of your final report. These are questions that you should be planning to answer as you work through your Summer Library Program.

Grantees will be required to respond completely to the following questions as part of the final grant report. Complete responses will be required prior to the final payment of the grant. The questions are provided here so you can submit complete and thorough responses in your final grant report, due September 30, 2006. ***You need not respond to these questions as part of your application!***

1. How did you attract previously unserved audiences to your summer library program? What promotional strategies did you use, and please indicate which worked better than others. What partnerships did you employ to attract new youth to the program?
2. What steps or actions that you employed contribute to meeting the needs of the target audience and for the operation of your library.
3. Please describe how you worked with your school or public library counterpart. Has it enriched services to your community; will the relationship/partnership continue through the school year?
4. What outcomes can you identify in the people served by this project? Identify changes in behavior, skills or attitudes. Use specific examples and incidents to describe changes (i.e., “I had fun at the library this summer” is not a changed behavior or attitude; “I read more neat books this summer than I ever have before!” is a changed behavior; “I found out that the library is a really fun place to go, and I want to keep coming back all year!” is a changed attitude).
5. What lessons have you learned that will contribute to best practices you will continue to use at your library? What will you do differently in the future?
6. How will your library system continue this project next summer if grant funding is not available?

Grant related Websites

1. Federal Agencies

Institute of Museum and Library Services

<http://www.ims.gov/>

Main Entrance to Federal Websites

<http://www.firstgov.gov>

Electronic Storefront for Federal Grants

<http://www.grants.gov/>

2. State Agencies

State of Missouri Website

<http://www.missouri.gov>

Missouri State Library – Library Development Division

<http://www.sos.mo.gov/library/development>

The Virtually Missouri website provides a way to add records to the Collections Inventory of Missouri Institutions and offers easy central access to digitized collections. In 2003 we began developing a centralized, searchable database of metadata from the digital collections.

<http://www.virtuallymissouri.org/>

3. OMB CIRCULARS

<http://www.whitehouse.gov/OMB/circulars/index.html>

The Office of Management and Budget (OMB), working cooperatively with federal agencies and non-federal parties, establishes government-wide grants management policies and guidelines through circulars and common rules. These policies are adopted by each grantmaking agency and inserted into their federal regulations. Relevant circulars include:

A-21, "Cost Principles for Educational Institutions" (dated 5/19/98)

<http://www.whitehouse.gov/OMB/circulars/a021/a021.html>

A-87, "Cost Principles for State and Local Governments" (dated 5/4/95, amended 8/29/97)

<http://www.whitehouse.gov/OMB/circulars/a087/toc.html>

A-122, "Cost Principles for Non-Profit Organizations" (dated 5/19/98)

<http://www.whitehouse.gov/OMB/circulars/a122/a122.html>

A-102, "Grants and Cooperative Agreements with State and Local Governments" (dated 10/7/94, amended 8/29/97) <http://www.whitehouse.gov/OMB/circulars/a102/a102.html>

A-110, "Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations" (dated 11/19/93, amended 8/29/97) <http://www.whitehouse.gov/OMB/circulars/a110/a110.html>

A-133, "Audits of States, Local Governments, and Non-Profit Organizations" (dated 6/24/97) <http://www.whitehouse.gov/OMB/circulars/a133/a133.html>

4. Federal Government Grant Sites

CFDA: CATALOG OF FEDERAL DOMESTIC ASSISTANCE

<http://www.cfda.gov/>

The Catalog of Federal Domestic Assistance (CFDA) is a government-wide compendium of federal programs, projects, services, and activities, which provide assistance or benefits to the American public. It contains financial and nonfinancial assistance programs administered by departments and establishments of the federal government. Federal contracts, by PL-95-224, are Procurement, not Assistance; therefore, there are never any CFDA numbers issued for contracts. A grant from the United States Agency for International Development (AID) or other US State Department activities for foreign assistance will also not have CFDA numbers.

CFR: THE CODE OF FEDERAL REGULATIONS

<http://www.access.gpo.gov/nara/cfr/cfr-table-search.html>

The Code of Federal Regulations is a codification of the general and permanent rules published in the Federal Register by the Executive departments and agencies of the Federal Government. The CFR is available online and in a paper edition through the Government Publications Office (GPO) Superintendent of Documents Sales service.

The CFR is divided into 50 titles which represent broad areas subject to Federal regulation. Each title is divided into chapters which usually bear the name of the issuing agency. (See: Alphabetical List of Agencies Appearing in the CFR-- extracted from the January 1, 1998, revision of the CFR Index and Finding Aids -- pp. 1001-1009.) Each chapter is further subdivided into parts covering specific regulatory areas. Large parts may be subdivided into subparts. All parts are organized in sections, and most citations to the CFR will be provided at the section level.

5. Grant Websites

The Foundation Center's mission is to strengthen the nonprofit sector by advancing knowledge about U.S. philanthropy.

<http://www.fdncenter.org>

Funding Information Center's mission is to provide funding information, education, and other resources nonprofit organizations need to succeed.

<http://www.fic-ftw.org/>

6. Library Organizations Websites

Missouri Library Association

<http://molib.org>

American Library Association

<http://www.ala.org>

Public Library Association

<http://www.pla.org>

WebJunction is an on-line community for library staff

<http://www.webjunction.org>

Library Administration and Management Association

<http://www.ala.org/ala/lama/aboutlama/aboutlama.htm>

Funding Sources

Single Foundations

[3com Corporation](#)

3com offers a product donation program that contributes excess networking equipment to tax-exempt and educational establishments throughout the nation.

[Anschutz Family Foundation](#)

The Anschutz Family Foundation is independent, CO-based, and has awarded grants totaling more than \$16 million in a variety of areas to support non-profits in CO. The foundation encourages endeavors that strengthens families and communities and advances individuals to become productive and responsible citizens, and especially self-sufficiency, community development, and programs aimed at the economically disadvantaged, the young, the elderly and the disabled. Grants typically fund general operating expenses and program development for a single year and range from \$5,000 to \$10,000. **Deadlines Jan 15 and Aug 1**

[Barbara Bush Foundation for Family Literacy](#)

Up to \$650,000 in grants will be administered each year with individual grantees receiving up to \$65,000 each. This foundation funds family literacy initiatives and literacy programs that must include: Reading instruction for parents or primary care-givers; literacy or pre-literacy instruction for children; and Intergenerational activities where the parents/primary caregivers and children come together to learn and to read. Programs

[Beaumont Foundation of America](#)

Provides education, community and individual grants for Toshiba brand equipment to support the digital needs of underserved communities. Beaumont Foundation will provide \$350 million in grants nationwide over a five year period. The 2005 grant round is over, but check the Beaumont web site or contact the foundation at 1-866-505-2667 to find out when they will be accepting applications for the next funding cycle.

[Colorado Endowment for the Humanities\(CEH\)](#)

Award grants to nonprofits (including libraries & museums) to support one or more public humanities programs. Primary areas of funding are adult continuing education, arts, culture & humanities, historic preservation and libraries.

[Challenge Grants](#)

The purpose of the Challenge grants is to leverage the work of Baby Boomer volunteers to assist non-profits in community service. This is a matching grant program in which applicants must provide \$2 in private funds for every \$1 of federal funds awarded. Applicants must propose strategies for engaging Baby Boomers in full-time, part-time, or episodic work that meets a particular community need. **The 2005 application deadline is August 23rd.**

Cooper Clark Foundation

Provides grant funds to Baca County, Cheyenne County, Kiowa County, Kit Carson county, Lincoln County, and Multi-state awards. Grant types include Capital Improvement/Purchase,

Equipment Purchase, Start-Up/Seed Money. (303)-624-7699 PO Box 2707 Liberal, KS 67905-2707

[El Pomar Foundation](#)

This foundation provides general purpose funds for arts and humanities, education, human services and civic & community initiatives. Past library grant recipients include the Security Public Library, Wilkinson Library, Cortez Public Library, Pikes Peak Library District, and the Grover Regional Library Association.

[E-rate](#)

Provides discounts on telecommunications and Internet access for schools and libraries. See also the local [E-rate page](#) for Colorado libraries.

Ernest & Lillian E. Campbell Foundation

Assists citizens in Sedgwick County through contributions to the community's civic, charitable and governmental organizations. (970)-474-3488 Ms. Anna Scott, Executive Director PO Box 51, Julesburg, CO 80737

[Ezra Jack Keats Mini-grants](#)

This foundation awards Ezra Jack Keats mini-grants of \$350. These mini-grants are to be used for projects that instill a love of literature in children and that foster literacy and creativity. The foundation considers funding innovative workshops, lectures, and festivals, as well as activities aimed at parents of preschool children. **Deadline: September 15th, each year**

[The Foundation Center](#)

The Foundation Center is looking for institutions such as libraries and community centers to be “free funding information centers” by housing their Cooperation Collections in libraries of all types that serve under-resourced and under-served populations. The Cooperative Collection is a core collection of Foundation Center publications, a variety of supplemental materials and services in areas useful to grant-seekers plus access to FC Search: The Foundation Database on CD-ROM. **Deadlines: April 1 or Oct. 1, each year.**

[Gates Family Foundation](#)

The primary focus of this grant is to enhance the quality of life of those who live and work in Colorado through activities that promote the broad education of all people, self sufficiency, connection to nature and cultural appreciation.

Hewitt Family Foundation

Provides general support for a variety of organizations primarily in the Denver Metro area. (303)-292-0697, 621 17th Street Ste#2555 Denver, CO 80293

[The Lawrence Foundation](#)

The Lawrence Foundation focuses support on the areas of education, the environment and health. The grant application provides the opportunity for you to introduce your organization, tell us what problems you face, and how we can help. Deadlines: August 1 or Feb 1--for a letter of inquiry, then if selected the foundation will invite a full proposal.

[The Libri Foundation](#)

The Libri Foundation was established to help small rural public libraries acquire new, quality, hard-cover children's books through their Books for Children Program. "Libraries are qualified on an individual basis. In general, county libraries should serve a population under 16,000 and town libraries should serve a population under 10,000 (usually under 5,000). Libraries should be in a rural area, have a limited operating budget, and an active children's department. Please note: Rural is usually considered to be at least 30 miles from a city with a population over 40,000" School libraries may apply only if they also serve as the community's public library. Questions? Email: libri@librifoundation.org

Deadlines: March 15, July 15 or Dec 15

[National Endowment for the Humanities \(NEH\)](#)

Libraries can apply for [Consultation grants](#) to develop a new project that focuses on the humanities. Funds can be used for consultants' expertise in developing the project. NEH also provides [Planning grants](#) to libraries to help refine humanities-based projects before implementation.

[Nat'l Endowment for the Humanities--We the People Project](#) This is a fairly new initiative which grants projects that help Americans make sense of their culture and world around them. Librarians, scholars, educators, filmmakers and curators are encouraged to submit grant applications that focus on themes or significant events that advance our knowledge of elements that define America. Some types of proposals may be preservation projects, public programs in libraries such as exhibits, film, radio, or Internet based-programs.

Deadline varies by sponsoring program

Websites That List Multiple Foundations

[Grant Station](#)

A membership service that provides access to funding sources for grantseekers based on their particular projects or programs and mentors them through the grant seeking process. A quarterly membership is \$159; an annual membership is \$599.

[National Library of Medicine Grant Resources](#)

This resource contains links to both community grants and health science grants. It also includes links to web sites that provide grant writing tutorials and tips and grant notification services.

[Federal Education Grants](#)

A variety of state and federal competitive grants administered by CDE or another source. The focus of the grants is on education, but the topics range from family literacy, education for homeless youth to developing 21st century learning centers.

[WebJunction](#)

This web site developed by the Gates Foundation and other non-profit organizations includes a section on product donation programs offered by major computer vendors.

**Library Definitions
for use with
Missouri Five-Year State Plan
Library Services and Technology Act (LSTA) Funds
Fiscal Years 2003 - 2008**

Definitions:

- A. A public library is a library established and maintained under the provisions of the library laws or other laws of the state related to libraries, primarily supported by public funds and designed to serve the general public.
- B. A public elementary school or secondary school library is a library controlled and operated by publicly supported elementary or secondary schools, and designated to serve faculty and students of that school.
- C. An academic library is a library which is controlled and operated by a two (2) or four (4) year college or university, either publicly supported or private, and which is designated primarily to serve faculty and students of that college or university.
- D. A special library is a library established by an organization and designed to serve the special needs of its employees or clientele. A special library must have an appropriately trained librarian, an organized collection, a minimum of 20 hours of service per week, with some opportunity allowed for service to the public or a strong commitment to resource sharing. They include both private libraries and publicly funded libraries, such as those serving mental health facilities, correctional institutions, and government agencies.
- E. A library consortium is any local, statewide, regional, interstate, or international cooperative association of library entities which provides for the systematic and effective coordination of the resources of school, public, academic, and special libraries and information centers, for improved services for the clientele of such library entities.

ABBREVIATIONS

Abbreviation:	Stands For:
AASL	American Association of School Libraries
ADA	Americans with Disabilities Act
AEL	Adult Literacy & Education
ALA	American Library Association (or American Literacy Assoc.)
ALCTS	Association for Library Collections & Technical Svcs. (A division of ALA)
ALSC	Association for Library Service to Children (A division of ALA)
ALTA	Association of Library Trustees and Advocates (A division of ALA)
ASCLA	Association of Specialized and Cooperative Library Agencies (A division of ALA)
Bibliostat	An online program used to dissect and analyze library statistics
CAAL	Council for Advancement of Adult Literacy
CAN	Designation to show the year money (federal) given to us
CE	Continuing Education
CIPA	Children's Internet Protection Act
COABE	Commission on Adult Basic Education Inc.
DDC	Dewey Decimal Classification
DESE	Dept. of Elementary & Secondary Education
DOC	Dept. of Corrections
EFT	Electronic Funds Transfer
ELL	English Language Learners
E-Rate	Telecommunication discount program for libraries regulated by FCC
ESOL	English Speakers of Other Languages
FAQ	Frequently Asked Questions
FCC	Federal Communications Commission
FLPP	Family Literacy Policy Project
FOL	Friends of the Library
FSCS	Federal-State Cooperative System (for Public Library Data)
GED	General Educational Development
GEDC	GED Connection
GOB	Governor's Office Building
HTML	Hypertext Mark-up Language
HTTP	Hypertext transfer protocol
IFLA	International Federation of Library Associations and Institutions
ILL	Interlibrary Loan
IMLS	Institute of Museum & Library Services
IP	Internet Protocol
ISBN	International Standard Book Number
KET	Kentucky Educational Television
LAMA	A division of ALA
LAN	Local Area Network
LAT	Learn-A-Test
LC	Library of Congress
LCCN	Library of Congress Card Number

Abbreviation:	Stands For:
LCSP	Library Cooperative Summer Program
LEP	Limited English Proficient
LIFT	Literacy Investment for Tomorrow
LITA	Library and Information Technology Association
LMBO	SAM II - The table of last resort-when you can't find it anywhere else!
LSTA	Library Services & Technology Act
LVA	Literacy Volunteers of America
MARC	Machine Readable Cataloging (or Mid America Regional Council)
MASL	Missouri Association of School Librarians
MCB	Missouri Center for the Book
MCDC	Missouri Census Data Center
MLA	Missouri Library Association (or Missouri Literacy Assoc.)
MLNC	Missouri Library Network Corporation
MLS	Master's Degree in Library Science
MOBIUS	Missouri Bibliographic Information User System
MOFLI	Missouri Family Literacy Institute
MOLli	Missouri Online Library
MOREnet	Missouri Research and Education Network
MOSL	Missouri State Library
NAAL	National Assessment of Adult Literacy
NALP	National Assessment for Educational Progress
NALS	National Adult Literacy Survey
NCAL	National Center for Adult Literacy
NCES	National Center for Educational Statistics
NCFL	National Center for Family Literacy
NCLIS	U.S. National Commission on Libraries & Information Science
NEMO	Northeast Missouri Library Service
NIFL	National Institute for Literacy
NISO	National Information Standards Organization
NLA	National Library Association
NLS	National Library Service for the Blind and Physically Handicapped
OA	Office of Administration
OBE	Outcome Based Evaluation
OCLC	Online Computer Library Corporation
OPAC	Online Public Access Catalog
OSEDA	Office of Social and Economic Data Analysis
OVAE	Office of Vocational and Adult Education
PCTT	Parent Child Together Time
PDQ	In SAM II - Decentralized Purchase Order
PGQ	In SAM II - Quick Price Agreement Order
PIRC	Parent Information & Resource Center (LIFT Associated)
PPPC	Practical Parenting Partnerships Center
PVE	In SAM II - Expense Report
RC	In SAM II - Receiver
RCEW	Regional Center for Educational Work
REAL	Remote Electronic Access for Libraries

Abbreviation:	Stands For:
RFQ	Request for Quotation
SAM II	Statewide Advantage for Missouri (State's accounting system)
SC	In SAM II - Service Contract
SCALE	Student Coalition for Action in Literacy Education
SCS	In SAM II - Simplified Service Contract
SLAA	State Library Administrative Agency
SLD	School & Library Division
SOS	Secretary of State
SRP	Summer Reading Program
TESOL	Teachers of English to Speakers of Other Languages
TMI	Too Much Information
TSRP	Teen Summer Reading Program
USAC	Universal Services Administrative Company
VALUE	Voice for Adult Literacy United for Education
VISTA	Volunteers in Service to America
WES	Workplace Essentials Skills
YA	Young Adult
YALSA	Young Adult Library Services Assoc.(A division of ALA)

MONITORING

Purpose

The Division of Library and Information Services is required to ensure that the agencies to which it awards LSTA funds administer them as proposed and in accordance with applicable law and rules.

Monitoring of a grant project is handled in several ways, including:

- Monitoring by phone calls
- Monitoring by informal e-mail communication
- Monitoring by formal reports required by grant agreements
 - Interim reports sent with payment requests
 - Final reports to complete grant project evaluation
- Monitoring visits provide the opportunity for Division staff to assist agencies in administering grants. The purpose of the monitoring visit is to:
 - Provide assistance in project implementation.
 - Verify that projects are being implemented as proposed.
 - Identify and assist in correcting problems in a timely manner.

The grant proposal and any project revisions provide the basis for the monitoring process. The project is expected to closely follow the proposal and any subsequently approved project revisions.

Process

Typically, a project will be monitored by Division staff either at the project site or by telephone. The type of monitoring chosen is dependent on a number of factors such as size of the grant award, maturity and complexity of the project.

Before the project is monitored by a visit, Division staff will contact the library/agency director to set a mutually convenient date for the visit or telephone call. Prior to the visit or call, a letter confirming the visit or call, along with other information about monitoring, will be sent. During the visit, Division staff will observe project operation, examine related documents, and meet with project staff to gather information about the project. After the visit, Division staff will prepare a written report. Copies of the report are sent to the library, the State and Federal Grants Office, and to any others as requested or required.

State of Missouri Requirements Project Bids and Expenditures

Note the following regarding bids and purchasing:

- Commodities or services purchased off state contract under the Cooperative Procurement Program will not require bids.
- Items/services costing \$3,000 or less may be purchased with prudence on the open market.
- Items/services cost more than \$3,000 but less than \$24,999 must be competitively bid, but do not require a formal mail or advertisement solicitation. **Any item or service costing more than \$3,000 will require the solicitation of at least three bids.** If you do not receive three bids, proof that bid was requested will be sufficient. If a vendor does not respond to a bid request, a “no bid” response by a vendor may be counted towards the requirement for three (3) competitive bids provided that the “no bid” vendor/s could have reasonably been expected to submit a bid.
- Purchases of \$25,000 and more shall be advertised for bids in at least two daily newspapers of general circulation in such places as are most like to reach prospective bidders; such advertisement shall appear at a minimum one time at least five days before bids for such purchases are to be opened
- **IF the grantee’s agency purchasing requirements are more stringent than those stated above, local requirements must be followed.**
- Certification or proof of bid as well as state contract purchases must be provided as documentation as appropriate when the program report/s are submitted.

Information regarding the Cooperative Procurement Program, which allows a local government to purchase supplies, commodities, services, etc. off state contract, is available online at www.oa.mo.gov/purch/coop.html or by contacting

Karen Herman, Cooperative Procurement Officer

Phone: 573-751-4169

Fax: 573-522-8726

Mail: PO Box 809

301 West High St.

Jefferson City MO 65102

E-mail: karen.herman@oa.mo.gov

MEMORANDUM

TO: All Missouri Public Libraries
FROM: Terry Jarrett, General Counsel
DATE: October 2, 2003
SUBJECT: Children's Internet Protection Act

- Congress passed the Children's Internet Protection Act (CIPA) to become effective October 1, 2002. It became effective on that date for school libraries, but for public libraries the effective date is October 1, 2003.
- CIPA is triggered for a library if it (1) has one or more "computers with internet access" at a discounted rate under the e-rate program; or (2) receives federal funds under the Library Services and Technology Act (LSTA) that are "used to purchase computers [that are] used to access the internet, or to pay for direct costs associated with accessing the internet".
- If either of those triggers is met, the library must certify to the federal government that it has in place a policy of internet safety that includes the operation of a "technology protection measure" with respect to "any of its computers with internet access". The State Library, as the state administrator of LSTA, will obtain the necessary certification as to LSTA grant recipients.
- The technology protection measure must prevent patrons from accessing "visual depictions" that are (1) "obscene", or (2) "child pornography", or (3) in the case of library computer users who are minors, "harmful to minors".
- As of October 1, 2003, the State Library will require certifications from public libraries that seek to receive LSTA funds that might be used to purchase computers to access the internet or to pay direct costs of accessing the internet. The certifying public library will have to certify one of these statements:
 1. it is in compliance with CIPA's funding provisions; or
 2. it is undertaking steps to comply with CIPA for the next funding year; or
 3. CIPA does not apply to it because no LSTA funds will be used to purchase computers or internet services.
- As of October 1, 2003, the State Library will require certifications from school libraries that seek to receive LSTA funds that might be used to purchase computers to access the internet or to pay direct costs of accessing the internet. The certifying school library will have to certify one of these statements:
 1. it is in compliance with CIPA's funding provisions;
 2. it is seeking a waiver, and will comply starting October 1, 2004;
 3. CIPA does not apply because no LSTA funds will be used to buy computers or internet services.

The State Library will be including CIPA certification language in LSTA grants for program year 2004 (i.e. federal fiscal year that starts October 1, 2003) funding.

ASSURANCES - NON-CONSTRUCTION PROGRAMS

Public reporting burden for this collection of information is estimated to average 15 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0040), Washington, DC 20503.

PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE OFFICE OF MANAGEMENT AND BUDGET. SEND IT TO THE ADDRESS PROVIDED BY THE SPONSORING AGENCY.

NOTE: Certain of these assurances may not be applicable to your project or program. If you have questions, please contact the awarding agency. Further, certain Federal awarding agencies may require applicants to certify to additional assurances. If such is the case, you will be notified.

As the duly authorized representative of the applicant, I certify that the applicant:

1. Has the legal authority to apply for Federal assistance and the institutional, managerial and financial capability (including funds sufficient to pay the non-Federal share of project cost) to ensure proper planning, management and completion of the project described in this application.
2. Will give the awarding agency, the Comptroller General of the United States and, if appropriate, the State, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.
3. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.
4. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.
5. Will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. §§4728-4763) relating to prescribed standards for merit systems for programs funded under one of the 19 statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel Administration (5 C.F.R. 900, Subpart F).
6. Will comply with all Federal statutes relating to nondiscrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. §§1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. §794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. §§6101-6107), which prohibits discrimination on the basis of age; (e) the Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; (f) the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) §§523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. §§290 dd-3 and 290 ee 3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. §§3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; (i) any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made; and, (j) the requirements of any other nondiscrimination statute(s) which may apply to the application.
7. Will comply, or has already complied, with the requirements of Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of Federal or federally-assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of Federal participation in purchases.
8. Will comply, as applicable, with provisions of the Hatch Act (5 U.S.C. §§1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.

9. Will comply, as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C. §§276a to 276a-7), the Copeland Act (40 U.S.C. §276c and 18 U.S.C. §874), and the Contract Work Hours and Safety Standards Act (40 U.S.C. §§327-333), regarding labor standards for federally-assisted construction subagreements.
10. Will comply, if applicable, with flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973 (P.L. 93-234) which requires recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is \$10,000 or more.
11. Will comply with environmental standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-190) and Executive Order (EO) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands pursuant to EO 11990; (d) evaluation of flood hazards in floodplains in accordance with EO 11988; (e) assurance of project consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C. §§1451 et seq.); (f) conformity of Federal actions to State (Clean Air) Implementation Plans under Section 176(c) of the Clean Air Act of 1955, as amended (42 U.S.C. §§7401 et seq.); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended (P.L. 93-523); and, (h) protection of endangered species under the Endangered Species Act of 1973, as amended (P.L. 93-205).
12. Will comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C. §§1271 et seq.) related to protecting components or potential components of the national wild and scenic rivers system.
13. Will assist the awarding agency in assuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. §470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16 U.S.C. §§469a-1 et seq.).
14. Will comply with P.L. 93-348 regarding the protection of human subjects involved in research, development, and related activities supported by this award of assistance.
15. Will comply with the Laboratory Animal Welfare Act of 1966 (P.L. 89-544, as amended, 7 U.S.C. §§2131 et seq.) pertaining to the care, handling, and treatment of warm blooded animals held for research, teaching, or other activities supported by this award of assistance.
16. Will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. §§4801 et seq.) which prohibits the use of lead-based paint in construction or rehabilitation of residence structures.
17. Will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 and OMB Circular No. A-133, "Audits of States, Local Governments, and Non-Profit Organizations."
18. Will comply with all applicable requirements of all other Federal laws, executive orders, regulations, and policies governing this program.

SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL	TITLE	
APPLICANT ORGANIZATION		DATE SUBMITTED

Standard Form 424B (Rev. 7-97) Back

Certifications Regarding Lobbying; Debarment, Suspension and Other Responsibility Matters; and Drug-Free Workplace Requirements

Applicants should refer to the regulations cited below to determine the certification to which they are required to attest. Applicants should also review the instructions for certification included in the regulations before completing this form. Signature of this form provides for compliance with the certification requirements under 45 CFR 1185. Further information may be obtained by contacting the Library Development Division of the Missouri State Library.

1. Lobbying

As required by Section 1352, Title 31, of the U.S. Code, and implemented at 34 CFR Part 82, for persons entering into a grant or cooperative agreement over \$100,000 as defined at 34 CFR Part 82.105 and 82.110, the applicant certifies that:

- (a) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the making of any Federal grant, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal grant or cooperative agreement;
 - (b) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress or an employee of a Member of Congress in connection with this Federal grant or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions;
 - (c) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subgrants, contracts under grants and cooperative agreements, and subcontracts) and that all subrecipients shall certify and disclose accordingly.
-

2. Debarment, Suspension, and Other Responsibility Matters

As required by Executive Order 12549, Debarment and Suspension, and implemented at 34 CFR Part 85, for prospective participants in primary covered transactions, as defined at 34 CFR Part 85, Sections 85.105 and 85.110--

A. The applicant certifies that it and its principals:

- (a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
- (b) Have not within a three-year period preceding this application been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- (c) Are not presently indicted for or otherwise criminally or civilly charged by a Government entity (Federal, State, or local) with commission of any offenses enumerated in paragraph (l)(b) of this certification; and

B. Where the applicant is unable to certify to any of the statements in this certification, he or she shall attach an explanation to this application.

3. Drug Free Workplace (Grantees Other Than Individuals)

As required by the Drug-Free Workplace Act of 1988, and implemented at 34 CFR Part 85, Subpart F, for grantees, as defined at 34 CFR Part 85, Section 85.605 and 85.610--

A. The applicant certifies that it will or will continue to provide a drug-free workplace by:

- (a) Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the grantee's workplace and specifying the actions that will be taken against employees for violation of such prohibition;
- (b) Establishing an ongoing drug-free awareness program to inform employees about--
 - (1) The dangers of drug abuse in the workplace;
 - (2) The grantee's policy of maintaining a drug-free workplace;
 - (3) Any available drug counseling, rehabilitation, and employee assistance programs; and
 - (4) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;

(c) Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph (a);

(d) Notifying the employee in the statement required by paragraph (a) that, as a condition of employment under the grant, the employee will--

(1) Abide by the terms of the statement; and

(2) Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;

(e) Notifying the agency, in writing, within 10 calendar days after receiving notice under subparagraph (d)(2) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to: Missouri State Library, Library Development Division, 600 West Main Street, P.O. Box 387, Jefferson City, Missouri 65102-0387. Notice shall include the identification number(s) of each affected grant;

(f) Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph (d)(2), with respect to any employee who is so convicted--

(1) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or

(2) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;

(g) Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs (a), (b), (c), (d), (e), and (f).

B. The grantee may insert in the space provided below the site(s) for the performance of work done in connection with the specific grant:

Place of Performance (Street address, city, county, state, zip code)

Check [] if there are workplaces on file that are not identified here.

Drug-Free Workplace (Grantees Who Are Individuals)

As required by the Drug-Free Workplace Act of 1988, and implemented at 34 CFR Part 85, Subpart F, for grantees, as defined at 34 CFR Part 85, Sections 85.605 and 85.610--

A. As a condition of the grant, I certify that I will not engage in the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance in conducting any activity with the grant; and

B. If convicted of a criminal drug offense resulting from a violation occurring during the conduct of any grant activity, I will report the conviction, in writing, within 10 calendar days of the conviction, to: Missouri State Library, Library Development Division, 600 West Main Street, P.O. Box 387, Jefferson City, Missouri 65102-0387. Notice shall include the identification number(s) of each affected grant.

As the duly authorized representative of the applicant, I hereby certify that the applicant will comply with the above certifications.

Name of Applicant

Project Number and/or Project Name

Printed Name and Title of Authorized Representative

Signature

Date

Evaluation Plan

Time spent in the beginning mapping out and developing evaluation plans and measurement strategies will be rewarded later with useful feedback, increasing the chances of program success. Beginning with a well-developed plan and measurement model will also allow the production of thorough, convincing evidence of how program successes were achieved and how these successes might be continued or replicated. This is exactly the kind of evidence that program directors need to justify their efforts, and it is also the type of information policy makers need in order to make good decisions.

The Government Performance and Results Act (GPRA) of 1993 seeks to shift the focus of government decision making and accountability away from a preoccupation with the activities that are undertaken—such as grants dispensed or inspections made—to a focus on the results of those activities, such as real gains in employability, safety, responsiveness, and program quality. Under GPRA, agencies are to develop multi-year strategic plans, annual performance plans, and annual performance reports.

Building and implementing a strong *evaluation plan* starts with outlining a **logic model** or *causal map* of your project, and state library consultants can work with you to facilitate this process, so that the workflow of your project becomes very clear and measurable.

Bottom line recommendations:

- Program evaluation will help your program run more efficiently and more effectively, and will help you demonstrate in your reports to your boards, your community, and the state exactly what your program is achieving.
- Evaluation should begin in the planning and early implementation phases of your program, project, or program modification - **NOT AT THE END!** Waiting until the middle or end of your program to work on evaluation will prevent you from gaining the benefits of program planning, and will severely restrict the possibility that a sum evaluation will provide credible support for your claims of effectiveness.
- Data collection for evaluation and data collection for internal program management often overlap significantly, and you can save time and money by building a strong data management system, integrating both management and evaluation, at the outset of your program.
- Time spent carefully building a theory of how your program works and what kinds of information will be useful in tracking the program will not be time wasted. In fact, taking the time to build a thorough logic model or causal map of your program will result in many savings later - savings of time, money, frustration, and regret. Work with an experienced program researcher to develop your evaluation plan, and you will reap the benefits.

Program Planning, Research and Development

Program planning should be built on a solid understanding of the goals and objectives to meet the needs of your library and the people you serve, as well as the strengths and weaknesses of your current methods of meeting these needs. You may already have a good understanding of these foundations, but have not documented your findings to be used in the evaluation process.

After you have identified a general goal or set of goals you wish to accomplish, or a problem or set of problems you want to solve, there will still typically be a need to carefully map the steps necessary to reach those outcomes, and the type of information you will need in order to make mid-course corrections and know if your plan is working. This is not as difficult as it sounds, but rushing past this stage is likely to cause problems later.

Once you know what specific objectives you wish to complete, there may be no need to reinvent the wheel. Perhaps others have already generated outcome measures, program models or other resources which can be applied or modified in your situation. State Library Consultants can assist you in searching for these resources and evaluating the appropriateness of existing models for your needs.

Program development includes planning how you will gather and use information as your program is implemented. Building an effective evaluation plan from the beginning will greatly ease the task of managing the program and simultaneously documenting outcomes to show how well your efforts are working.

Logic Model Description

What is a Logic Model?

The term "logic model" comes from the evaluation field, but these models don't just belong to evaluators or the evaluation plan. As the term suggests, they are a basic element of programming that communicates the logic behind a program, its rationale. A logic model's purpose is to communicate the underlying "theory" or set of assumptions or hypotheses that program proponents have about why the program will work, or about why it is a good solution to an identified problem.

Logic models are typically diagrams, flow sheets, or some other type of visual schematic that conveys relationships between contextual factors and programmatic inputs, processes, and outcomes. Logic models can come in all shapes and sizes: boxes with connecting lines that are read from left to right (or top to bottom); circular loops with arrows going in or out; or other visual metaphors and devices. What these schemata have in common are they attempt to show the links in a chain of reasoning about "what causes what," in relationship to the desired outcome or goal. The desired outcome or goal is usually shown as the last link in the model.

How are Logic Models Different from Action Plans?

Logic models are often confused with "action plans." While there are some overlaps, the difference is subtle but very important. An action plan is a manager's guide for running the project. It shows, often through a set of program objectives and a timeline or task outline, what *staff or others need to do* to implement a project (e.g., "hire outreach worker," "launch media campaign," "revise curricula"). A logic model illustrates the presumed *effects* of hiring an outreach worker, launching a media campaign, or using revised curricula. (For example, "trained outreach workers lead to more information about AIDS getting dispensed in a high-risk neighborhood; increased contacts with outreach workers leads to a greater proportion of hard-to-reach clients coming in for treatment"). These hypotheses about program effects are described in a logic model, are tested in a "theory-based" evaluation, and lead to "lessons learned." If program planners don't have any hypotheses guiding them, their potential for learning from the initiative is low, and the program is probably in trouble.

Why develop Logic Models?

Logic models are useful for all parties involved in an initiative—the initiating organization's board members and top administrators, initiative leaders and staff, participating organizations, evaluators, and others seeking to understand the work. Logic models:

- convey the fundamental purpose of an initiative
- show why the initiative is important
- show what will result from an initiative
- depict the actions/causes expected to lead to the desired results
- become a common language and reference point for everyone involved in the initiative
- serve as the basis to determine whether planned actions are likely to lead to the desired results

How Detailed Should Logic Models Be?

Ideally a logic model is contained within a single page with enough detail that it can be explained fairly easily and understood by other people. The value of a logic model is that it visually expresses beliefs about why the program is likely to succeed. Because it is visual, it

typically can be more easily remembered. If the model has so much detail, however, or is so complexly drawn that it cannot be remembered, it loses some of its value. On the other hand, if the model is so stripped of information that it consists of just a few abstract headings or generic looking boxes, then it may not communicate the program's logic well enough to be useful.

A logic model may be divided into key parts or phases with each part/phase on a separate page. The parts would be accompanied by a less detailed full model given on one page that shows how the parts fit together into a whole.

Logic modeling is an art that requires practice!

Taken from "Everything You Wanted to Know About Logic Models But Were Afraid to Ask", by Connie C. Schmitz, Professional Evaluation Services, Minneapolis, MN and Beverly A. Parsons, InSites, Boulder, CO and funded by the W.K. Kellogg Foundation (WKKF) under a contract to InSites, a Colorado-based non-profit 501(c)3 organization.

Museum and Library Services Act Reauthorization of 2003

Public Law 108-81

<http://www.ims.gov/pdf/2003.pdf>

IMLS Grants to States Program

Legislative Explanation

In 1956, Congress passed the Library Services Act (LSA) to stimulate use of State and local funds for library improvement throughout the nation. P.L. 84-597. The Act was "designed to assist in remedying a serious deficiency in the educational program of the United States" -- the lack of adequate library services. The LSA encouraged States to implement comprehensive programs to meet the library services needs of their residents by establishing "State Library Administrative Agencies" with authority under State law to administer State-wide library development programs. Fifty-nine state agencies now ensure that library services reach individuals throughout the United States.

The Library Services legislation has been continually reauthorized by Congress since its inception. In 1996, Congress modified the priorities of the Federal program. Congress enacted the Library Services and Technology Act (LSTA) of 1996, Subchapter II of the Museum and Library Services Act, 20 U.S.C. § 9101, which recognized the opportunities afforded by new technologies in promoting access to learning and information resources in all types of libraries for individuals of all ages. 20 U.S.C. § 9121. Most recently, Congress enacted the Museum and Library Services Act of 2003, 20 U.S.C. § 9101 et seq., which also incorporates Library Services and Technology Act (LSTA) of 1996. The LSTA's purpose is to promote improvement in library services, facilitate access to resources in libraries and to encourage resource sharing in all types of libraries for the specific purpose of better serving the people of the United States, cultivating and educated an informed citizenry and achieving economical and efficient delivery of library services to the public. 20 U.S.C. § 9121. The LSTA also incorporate the ongoing Grants to States program. 20 U.S.C. § 9141.

Under the Grants to States program, the LSTA authorizes the Director of the Institute of Museum and Library Services ("IMLS") to provide funds to 59 State Library Administrative Agencies ("SLAA"). 20 U.S.C. § 9133(a). The statute defines an SLAA as "the official agency of a State charged by the law of the State with the extension and development of public library services throughout the State. 20 U.S.C. § 9122(4). Each State must certify that its designated SLAA has the fiscal and legal authority and capacity to administer all aspects of the LSTA. 20 U.S.C. § 9122(5). In addition, each State must identify the State's library needs, describe activities to be supported with the assistance of Federal funds, and assure IMLS that the State will establish policies, priorities, criteria and procedures to implement the LSTA Grants to States program.

To ensure that the State provides comprehensive library services to its residents, each State is responsible for leveraging local funds and matching the Federal funds it receives. In addition, each State must sustain a "Maintenance of Effort" level of State spending on libraries and library programs to ensure that Federal funds do not replace State funds in supporting State-based programs. 20 U.S.C. § 9133(c).

To be eligible to receive funds under the Grants to States program, each State's SLAA must submit to the IMLS a "State plan" detailing certain goals, assurances, and procedures for a five year period. 20 U.S.C. § 9134(a). The plan must identify the State's library needs and set forth activities to be taken toward meeting the identified needs supported with the assistance of LSTA funds. 20 U.S.C. § 9122(5).

Each State plan must:

- establish goals and specify priorities for the State consistent with the purposes of the LSTA;
- describe activities that are consistent with the goals and priorities established under the LSTA that the SLAA will carry out using its grant;
- describe the procedures that the SLAA will use to carry out such activities;
- describe the methodology that the SLAA will use to evaluate the success of such activities in achieving the goals and meeting the priorities described in the plan;
- describe the procedures that the SLAA will use to involve libraries and library users throughout the State in policy decisions regarding implementation of the LSTA; and
- provide assurances satisfactory to the Director of IMLS that the SLAA will make such reports, in such form and containing such information, as the Director of IMLS may reasonably require to carry out the LSTA and to determine the extent to which funds provided under the LSTA have been effective in carrying out the purposes of the statute. 20 U.S.C. § 9134(b).

IMLS regulations additionally provide that each State plan must include "an assurance that the State shall comply with all applicable Federal statutes and regulations in effect with respect to the periods for which it receives grant funding, 45 CFR § 1183.11(c).

Every five year State plan that, upon review, is determined to meet the criteria set forth above is approved by the IMLS. 20 U.S.C. § 9134(e). In the event that a SLAA submits an unsatisfactory five year plan, the SLAA has the opportunity to revise the plan, and the IMLS has the obligation to provide the SLAA with technical assistance to aid the SLAA in meeting the eligibility requirements as well as the opportunity for a hearing. 20 U.S.C. § 9134(e).

Once an SLAA has fulfilled the eligibility requirements, the LSTA provides that IMLS allot funds to the SLAA through a population based formula set forth in 20 U.S.C. § 9131(b). A minimum of 96 percent of Federal State Grant funds must be spent, either directly by the SLAA or through subgrants or cooperative agreements, for:

- expanding services for earning and access to information and educational resources in a variety of formats, in all types of libraries, for individual of all ages;
- developing library services that provide all users access to information through local, State, regional, national and international electronic networks;
- providing electronic and other linkages among and between all types of libraries;
- developing public and private partnerships with other agencies and community-based organizations;
- targeting library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills; and

- targeting library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line (as defined by the Office of Management and Budget and revised annually in accordance with section 673(2) of the Community Services Block Grant Act (42 U.S.C. 9902(2)) applicable to a family of the size involved. 20 U.S.C. § 9141(a).

Determinations as to how a State's LSTA funds are apportioned among these spending categories and how the goals of the five year plan are met are left to the discretion of the SLAA, based upon the specific needs of the individual State. 20 U.S.C. § 9141(b). The remaining four percent of appropriated funds may be spent on administrative expenses. 20 U.S.C. § 9132(a).

SLAAs are provided some latitude in determining how to implement their five-year plans and how to provide services to the libraries and library users in their States. Specifically, a SLAA may either provide such services directly or through sub-grants or cooperative agreements. 20 U.S.C. § 9141(a). Compliance with the LSTA statutory provisions, the terms of the five year plan, and other Federal laws and regulations applicable to grantees is monitored by the IMLS through annual reports submitted by each SLAA, routine contact between IMLS staff and SLAA staff, and periodic site visits conducted by IMLS staff.

SLAAs may use competitive subgrants to distribute their LSTA funds and to meet the purposes set forth in the LSTA and their five-year plans. The form and substance of such subgrant programs is left to the discretion of the SLAAs, provided that the programs conform to the purposes and terms of the five year plan and the law of its State. 45 CFR § 1183.37(a). Competitive subgrant programs are monitored by the IMLS vis-à-vis the SLAAs through the same channels as direct services provided by the SLAAs. Subgrants awarded by SLAAs under LSTA carry the same legal and regulatory conditions as the grants to the SLAAs themselves, and under IMLS regulations, the SLAAs are responsible for ensuring that such conditions and others imposed by Federal law on grantees are included in all subgrants. 45 CFR § 1183.37. SLAAs are also charged with monitoring compliance by subgrantees with such conditions. 45 CFR § 1183.40.

In the event that a grantee or subgrantee is found to materially fail to comply with any term of an award, whether stated in a Federal statute or regulation, in an assurance submitted by that grantee or subgrantee, in a five year State plan, in an award notice, or elsewhere, the IMLS may withhold payment pending correction of the noncompliance, disallow costs associated with the noncompliant activity, wholly or partially suspend or terminate the current award, withhold further awards, or seek other remedies that are legally available. 45 CFR § 1183.43. Each SLAA is required to independently evaluate activities funded by IMLS prior to the end of the five year plan and provide a report of its findings to IMLS's Director. 20 U.S.C. § 9134(c).

Missouri Five-Year State Plan: 2003-2008

Library Services and Technology Act

Mission Statement

The Missouri State Library works to strengthen libraries and library leadership in Missouri communities and strives to ensure Missourians have equal access to library services.

Needs Assessment

This plan responds to the needs expressed by Missouri library staff and governing bodies in formal meetings; through print and electronic surveys/questionnaires; at meetings sponsored by library organizations and professional library associations; and from evaluations of numerous library programs, including the LSTA five-year plan for 1998-2002.

Throughout 2001, the State Librarian and State Library staff attended meetings of regional library organizations to determine the progress made in response to *Charting Missouri's Library Future*, the long-range plan for library services in the state. Meetings were scheduled with library and allied educational groups in all parts of the state, with representatives attending from all types of libraries. Among these groups were: the Secretary's Council on Library Development, Missouri Library Association, Missouri Association of School Librarians, Missouri Research and Education Network (MOREnet), Missouri Library Network Corporation, Missouri Bibliographic Information User System (MOBIUS), Librarians 911, Librarians Anonymous, Grand River Library Conference, Missouri Public Library Directors, Missouri Department of Elementary and Secondary Education, Coordinating Board for Higher Education, Kansas City Metropolitan Library Network, St. Louis Library Network, and youth services librarians and literacy providers in several areas of the state.

Responses and recommendations from these meetings were compiled in written form as background for development of the new plan. Print and electronic surveys/questionnaires sent to all libraries in Missouri provided additional assessment and commentary on the future direction of the state's libraries and were duly recorded.

Participant evaluations of State Library workshops and conferences served to enlighten planners about the usefulness of the various events and to learn what was needed in terms of future continuing education, technology projects, and new cooperative endeavors.

Missouri's changing demographics demand a renewed emphasis on equitable library service available to all segments of the population. An influx of new immigrants, a growing senior's population, declining literacy levels, changes in the job market, and increased poverty levels all point to needs, which can be addressed by libraries.

A statewide library awareness survey conducted in 1998 by the Center for Advanced Social Research at the University of Missouri-Columbia showed Missourians regard their libraries as important educational and cultural institutions. However, citizens expected library staff to be technologically literate and able to assist patrons not only with print resources but also with often-complex computer resources. According to survey results, library staff are not yet the savvy experts patrons assume will guide them through the maze of technology and electronic

content available in libraries today. Library staff in turn identified continuing technology education as one of their primary needs, trailing only behind adequate funding.

Progress for school libraries is hampered by a substantial shortage of school librarians, which will be addressed by several programs outlined in this document. Involving more special libraries in collaborative projects is another area of expressed interest within the Missouri library community, especially given the number of well-known special libraries in the state with their significant collections, e.g., Missouri Botanical Garden; Linda Hall Library of Science, Engineering & Technology; Missouri Historical Society; and Truman Presidential Museum and Library.

Missouri's library needs involve adequate training for both staff and governing bodies; recruitment of new talent for the field; funding for digital resources; and support for partnership development, cultural programs, and educational services in communities across the state. During 2003-2008, Missouri will use substantial amounts of LSTA funds for continuing education and training of library staff.

Periodic Updating of Needs Assessment

The Secretary's Council and statewide committees and advisory groups for continuing education, youth and senior services, marketing, library automation, and services to persons with disabilities meet on a regular basis. They will periodically review the needs presented in the five-year plan against current information derived from their constituencies, professional experience, and related research and activities. These reviews will ensure that any changes in needs are addressed in annual plans and budgets for statewide projects, special staff projects, and targeted services sub-grants.

Outcomes-based evaluation will be applied to appropriate programs and projects administered by State Library staff for both planning and evaluation. Evaluations will include data sources which address currency of needs as presented in the five-year plan.

Funding Missouri Libraries

Missouri has been fortunate to enjoy state funding for a variety of programs that benefit both library staff and users of libraries. This funding supports state aid for public libraries, resource sharing among academic libraries, purchase of library automation equipment, development of literacy programs, a special tax earmarked for public library collections, the technology infrastructure for public and school libraries, and a statewide summer library program for young people. Chief among state-funded programs are Internet connectivity and provision of licenses for electronic content databases. Unlike many states, Missouri does not use Library Services and Technology Act funds for these essential programs. Instead, state funds are appropriated by the General Assembly for these programs. Missouri then has the latitude to use its LSTA funds in other key areas.

Federal funds have augmented state support in areas such as continuing education for library staff, technology development and training, programs designed for targeted populations, assistive equipment for persons with physical disabilities, major preservation and digitization projects, and a variety of multitype library endeavors. Ultimately, federal funds have greatly expanded

and reinforced the ability of libraries to introduce new technologies to users, to support their educational needs, and to enrich their lives.

Learning from the Past

Missouri's five-year plan for 1998-2003 concentrated on a three-tier approach for the use of federal Library Services and Technology Act funds: 1) technology and information access, 2) targeting library and information services, and 3) overarching goals. Substantial progress has been made in all three areas, particularly in funding for the purchase of public access computers and special adaptive equipment for library users with special physical needs, developing an extensive continuing education program for library staff, targeting library services to children and seniors, and creating increased statewide awareness of libraries.

There have been many library successes over the past five years in Missouri. *The State Library's Evaluation of the Use of Library Services & Technology Act Funding in Missouri 1998-2002* offers in-depth reviews of major programs with a special focus on training efforts as well as the lessons learned during this period. This report is available on the Web at www.sos.state.mo.us/library/lsta_eval_98-02.pdf.

Areas for improvement in the coming years include training tied to competencies and genuine needs, better evaluation of training events, and development of successful cooperative projects.

Looking toward the Future

The state plan for 2003-2008 offers a concept-based approach which will result in Library Services and Technology Act funding programs that support excellence in library service, emphasize the importance of libraries within their communities, acknowledge the need for strong partnerships with groups working to advance education and lifelong learning, and promote expansion of information resources through new technologies.

The demographic setting in Missouri

Missouri's population topped 5.6 million in 2001, and recent demographic trends indicate continued growth in the future. The state grew by approximately one-half million people over the past decade and currently ranks 17th in population among the 50 states. Projections indicate the state's population will reach 5.8 million by the year 2010 and top six million by 2020. As has been true in recent years, growth in the foreseeable future is expected to be particularly strong in suburban areas near St. Louis, Kansas City, and Springfield and in the southwest region of the state.



Strong migration patterns in the state

More births than deaths accounted for 58 percent of the state's increase in population in the 1990s, but the remaining 42 percent growth can be attributed to an influx of people into the state during the past 10 years. A significant portion of recent migration into Missouri can be traced to the growth of both the Hispanic and Bosnian populations. The Hispanic population in the state nearly doubled between 1990 and 2000—increasing from 61,702 to 118,592—and estimates

indicate more than 30,000 Bosnians now live in the St. Louis area. Information from Census 2000 shows nearly 80,000 people in Missouri were born in another country and came to the United States between 1990 and 2000. Out of the total foreign-born population in Missouri, 34.9 percent are from Asian countries, 28.5 percent are from European countries, and 25.8 percent are from Latin American countries.

Age, race, and household data

Median age in Missouri (36.1 years) is slightly higher than the national median age (35.3 years). Higher life expectancy for women leads to significant change in gender ratios as the population ages. For example, women comprise 51.4 percent of the state's total population, but account for 59.3 percent of the population age 65 and older.

Between 1990 and 2000, the total state population age 65 and older dropped from 14.0 percent in 1990 to 13.5 percent in 2000. However, as post-World War II baby boomers continue to move into their fifties, significant growth will occur in the retirement-age population in the state, as well as across the country. Nearly 30 percent of the state's population fell between the ages of 35 and 54—those born between 1946 and 1965—in the year 2000.

People who live alone now represent over one-fourth (27.3) of the households in Missouri, compared to less than one-fourth (22.7) percent of households with a married-couple family who live with one or more of their own children who are age 18 or younger.

Urban and rural

By definition, Missouri is roughly 70 percent urban (3.8 million) and 30 percent rural (1.7 million). Nearly one-third of Missouri's population resides in the state's two largest counties, St. Louis County and Jackson County. The largest metropolitan statistical area in Missouri is St. Louis, with over two million people on the Missouri side of the metropolitan area. Even so, much of Missouri is associated with small towns and rural settings. Out of more than 900 towns and census-designated-places in the state, only 32 have a population over 20,000.

Economic indicators and educational attainment

According to Census 2000 figures, median household income in Missouri is \$37,934—several thousand dollars below the national median of \$41,994. Over 10 percent of individuals in the state fall below the poverty line. Nearly one-third of households in the state have an annual income below \$25,000, compared to three percent of households with an annual income of \$150,000 or more.

Similar to the national average, more than four out of five Missourians (81.3 percent) age 25 and older have earned at least a high school diploma or equivalent, and over one out of five (21.6 percent) hold a bachelor's degree or higher. Still, 18.6 percent of the population age 25 and over does not have a high school diploma or equivalent.

Populations with special needs

Among Missouri's civilian population not living in an institution, 973,627 people reported a sensory, physical, mental, and/or self-care disability in the 2000 census. Even more striking, fully 42.6 percent of the population age 65 and older reported one or more of these types of disabilities.

Sources: Demographic Profiles 1, 2, 3, and 4, Census 2000, U.S. Census Bureau; Summary File 1 and Summary File 3, 1990 Census, U.S. Census Bureau; Missouri Office of Administration, Division of Budget and Planning; and the International Institute in St. Louis, Missouri

The demographics of public library service

Over 90 percent of Missouri residents live in tax-supported* public library districts (separate political subdivisions), leaving fewer than 10 percent in areas without this service. Although the percentage of people who live outside of tax-supported library districts is relatively small, they combine to equal a population of nearly one-half million and represent people scattered across 32 of Missouri's 114 counties.

Only four counties in the state have no tax-supported public library service within their borders—three in the extreme southern portion of the state, and the fourth located in the St. Louis metropolitan statistical area on the state's east-central border. An additional 28 counties have at least one tax-supported public library, but the library's taxing district does not encompass the entire county area. These counties are sprinkled throughout the state, but most are concentrated in northern and southeastern counties.

- In Missouri, 91 percent of the population (5,109,637 people) lives in tax-supported library districts; nine percent (485,574) live outside tax-supported library district areas.
- 71.9 percent of Missouri counties have tax-supported library service in the whole county.
- 24.6 percent of Missouri counties have tax-supported library service in a portion of the county.
- 3.5 percent of Missouri counties have no tax-supported public library service in the county.

**Also includes public libraries with indirect tax support from county or city contributions, rather than a direct property tax.*

School library media services

Nearly 2,000 libraries in more than 500 public school districts across Missouri must meet standards established by the Missouri School Improvement Plan and administered by the Missouri Department of Elementary and Secondary Education. With the exception of suburban schools districts—where tax revenue is high and poverty among the population remains low—most money budgeted for school libraries is directed toward meeting those standards. This leaves a shortage of money for professional development opportunities specifically designed for librarians, creative pilot projects, and cooperative endeavors with other cultural and educational institutions.

Although funding shortages exist, there is strong awareness about the contributions professional development and cooperative opportunities make to the overall success of a library and school. The current *Missouri School Library Media Standards* handbook calls for expanded partnerships and emphasizes the importance for library media specialists to work with “all types of

organizations and agencies that are advocates for children.” In addition, studies of school libraries in Alaska, Colorado, Oregon, Pennsylvania, and Texas suggest students tend to perform better on standardized tests when they attend schools where strong library collections are matched with well-trained librarians. With the increased emphasis on accountability in recent years, standardized test results often serve as the indicator of a school’s performance, making the pivotal role of the library in schools increasingly understood and supported.

Academic libraries

Missouri’s system of higher education is educating and graduating increasing numbers of students. Between 1996 and 2001, enrollment in the state’s higher education system increased by nearly 30,000 students (11 percent), from 276,000 to 306,000. The college enrollment rate of African Americans has increased from 9.1 percent in 1996 to 10.3 percent in 2000. Student performance has also improved. Between 1997 and 2001, the proportion of degree recipients who were assessed in general education using a nationally normed exam and scored at or above the 50th percentile increased from 38 percent to 65.4 percent at the associate degree level and from 58.9 percent to 62.4 percent at the baccalaureate degree level.²

To enhance the system of higher education in the state and promote resource sharing, the Missouri Bibliographic and Information User System (MOBIUS) consortium was established in the late 1990s to provide a common platform with a union catalog for college and university libraries in the state. The interface creates a virtual collection of approximately 14 million items in Missouri’s college and university libraries, which are available to the faculty and students at all participant institutions—nearly 100 percent of academic libraries in the state. MOBIUS provides direct borrowing by users. Other cooperative programs include digitization projects and licensing of electronic information resources. Cooperative collection development and a cooperative storage facility are ideas being pursued by Missouri’s higher education institutions.

LSTA Goals and Activities

The importance of libraries has never been more evident than in today’s technology-driven world. Libraries provide the connections—both human and wired—to a larger world of possibilities for both professional and personal enrichment.

Missouri, with much involvement of the library community and oversight by Missouri Secretary of State Matt Blunt, uses LSTA funds to fulfill the intent of Congress and to move library service forward. The funds play the role of “venture capital” for libraries individually and collectively. This means existing programs can be made stronger and new ones created.

This five-year plan continues and builds on the initial LSTA success in Missouri.

² *Higher Education Measures Progress in “Report Card,”* Missouri Coordinating Board for Higher Education, Press Release, April 11, 2002.

The Library—Supporting Excellence in Service

The local library, whether it is an academic, school, public or special library, is the first point of contact for people in Missouri to find essential information for enlightening themselves as citizens and enriching their lives. This is done through ensuring each library is linked electronically with other libraries and to educational, social, and information services. The individual library also needs to serve persons who have difficulty using a library and underserved people, including children from families with incomes below the poverty line.

Missouri has the following goals for the individual library:

1. The state's libraries will develop programs, services and collections to meet the diversity of their clientele.

This goal will be achieved in two ways: through programs that train library staff in public service skills, including how to assist people learning to use the technology and through statewide programs informing Missourians about libraries and encouraging them to use libraries.

Activities

- 1) Fund customer service and cultural sensitivity training events for people who work and volunteer in libraries.
- 2) Develop strategies that emphasize good customer service for distribution to current and new staff and volunteers in Missouri libraries.
- 3) Promote planning for diversified collections that meet local needs.
- 4) Offer grant opportunities for training, promotion, and use of technology in libraries.
- 5) Encourage public programs for diverse populations.

Outcome

Increasing numbers of Missourians will make use of the range of services available from their libraries. Library collections and services will reflect the increased diversity in Missouri communities. Librarians will receive training in customer service skills and become more sensitive to individual needs of users. For school libraries, more students and teachers will use the physical library within the building. Some school libraries will be accessible to users beyond the school day through better hours and electronic access. For public and academic libraries, there will be expanded access to library buildings and also electronic access through new technologies.

2. Individual libraries will support excellence through library staff who are well trained and benefit from advancement opportunities.

The LSTA program will support local, regional, and statewide programs for continuing education and training opportunities for staff. Statewide opportunities for basic library skills and advanced professional growth will contribute to the development of high-quality staff.

Activities

- 1) Continue summer and winter library skills institutes, which offer substantive programs of instruction for library staff who do not have graduate-level library education.
- 2) Offer conferences and workshops in areas such as youth services, marketing, senior services, and library technology.

- 3) Continue the Show-Me Steps program, which enables library staff to attend professional programs on the state, national, and international level.
- 4) Use regional videoconferencing to deliver education and training opportunities.
- 5) Create a database to document completed training.

Outcome

Improved public service to the clientele by well-trained library staff.

3. Individuals will be recruited and prepared for a variety of roles in libraries with opportunities to build appropriate skills.

A wide variety of recruitment programs will interest people in pursuing library employment. Those currently working in libraries will have access to programs that increase skill levels. Those pursuing college degrees will be encouraged to achieve master's degrees in library and information science, as well as other degrees needed by libraries. New delivery formats will disseminate formal library training statewide.

Activities

- 1) Create and distribute information about library careers (and the scholastic programs in the state) to high school guidance counseling offices and college career center.
- 2) Participate in major job fairs to promote library careers, and provide speakers to discuss library careers at high schools.
- 3) Explore development of certification programs for library staff.
- 4) Offer funding to initiate a program for library technician certification in at least one Missouri technical college.
- 5) Emphasize, through grant opportunities, the need for professional development in the library field.

Outcome

An increase in the number of people pursuing library careers and the number of staff receiving training.

4. Those responsible for libraries will make good policy decisions because they understand the importance of libraries and the library issues of the day.

Information for library governing bodies will be provided through presentations, direct training opportunities, and a variety of publications. These projects will result in school boards and school administrators knowing the roles that school libraries play in student achievement; boards of regents and trustees and the administration of academic institutions understanding and supporting academic libraries as the foundation for teaching and learning within new electronic environments; and public library boards of trustees understanding their roles in governing a political subdivision.

Activities

- 1) Conduct training sessions and workshops for public library trustees about governing libraries effectively and the legal and public relations ramifications of hiring, appraising, rewarding, and terminating library directors.

- 2) Present sessions and/or workshops at statewide meetings of school board and school administrator associations about the importance of setting high priorities for libraries in schools and providing adequate funding.
- 3) Prepare informational material and contact lists for distribution to new members of bodies with governance over libraries.

Outcome

Better prepared and knowledgeable policymakers for the state's libraries who can communicate the importance of libraries to the well being of their communities.

5. The individual library is able to function in the electronic environment and to help library users become comfortable with new approaches to library collections and services. Both library staff and library users must deal with technological changes within their libraries. These changes in information access and collection format are often confusing to library users. Librarians can help Missourians become information literate, comfortable with the technology, and able to transverse and assess the resources of the Internet.

Activities

- 1) Offer grant programs to allow libraries to experiment with emerging technologies.
- 2) Promote the use of technologies to reach persons with disabilities and diverse populations.
- 3) Make possible library efforts to help Missourians learn and use technologies.
- 4) Encourage the use of technologies to reach out to populations and geographic areas with limited library services.

Outcome

More Missourians who know how to use library technology through library staff who understand and are trained to teach patrons its use.

6. The library will have an appropriate collection of print and electronic materials. The development of appropriate collections will be achieved through training and use of standard collection development methodologies and software. People will have access to good local, statewide, and international catalogs. If the individual library does not have needed items in its collection, these will be obtained from other libraries. (LSTA funds will not be used to purchase books, and state funds are expected to provide basic electronic resources. Another statewide program appropriates funds for collection development to public libraries.) Missouri also needs to focus on strengthening collections in school libraries.

Activities

- 1) Provide support for interlibrary loan courier services.
- 2) Offer ongoing collection development training for library staff.
- 3) Help library staff become knowledgeable about building collections to serve diverse populations and language groups.
- 4) Explore pilot programs by which the information on collection holdings and use leads to stronger collections.

Outcome

Missourians will obtain the information and education resources they need to improve their quality of life and benefit from the pleasure of reading through adequate library collections.

The Community—Reaching Out to Partners

Libraries of all types need to be active and visible in their communities. Public understanding of the range of services and expertise available from a library is vital to its ability to function at full potential. The role of the library as a leading institution in its community is enhanced by partnerships with local businesses, community groups, academic institutions, and cultural and historic groups.

Missouri has the following goals for library outreach and community partnerships:

1. Develop tools to promote libraries and publicize the services they offer.

This goal will be achieved by funding projects with broad applications for library promotion, including the development of print, electronic, and display materials for local librarians—and others who support libraries of all types—to use when marketing their libraries. Presentations and sessions offering strategies for partnering with community organizations and businesses will be available, and cooperative efforts to market library services in a regional area will be supported.

Activities

- 1) Pay development and advertising costs for billboards, newspaper ads, cable television spots, and radio announcements promoting libraries and the services they offer.
- 2) Conduct a follow-up statewide survey to compare public response to questions about libraries and their services to an earlier statewide survey.
- 3) Evaluate the effectiveness of marketing efforts, chart new directions, and areas where promotion is still needed.
- 4) Analyze trend statistics for libraries where available and support the implementation of a central database for library statistics for all types of libraries.

Outcome

More people using libraries of all types on a regular basis and increased awareness of the services offered by all types of libraries—public, academic, school, and special.

2. Encourage multi-type library cooperation at all levels and adopt successful cooperative programs for replication.

To meet this goal, funding and consultation will be offered to nourish viable partnerships and arrangements to sustain and extend library services. Calls will be made for cooperative grants between libraries to increase the use of libraries by nonusers.

Activities

- 1) Support consortia activities among libraries to extend library service areas and increase levels of library service.
- 2) Provide support for collaborative collection development planning and projects to increase excellence in library service, particularly in economically disadvantaged areas.

- 3) Educate library staff in the development and maintenance of partnerships.
- 4) Fund cooperative program efforts among different types of libraries.

Outcomes

Increased library service in economically disadvantaged areas of the state and strong library consortia.

3. Offer library programs and services for people with special needs

Programs will be initiated and/or continued for those requiring adaptations to use library services, those having language barriers, and those whose economic situations discourage regular library use.

Activities

- 1) Make grant calls for purchase of adaptive equipment for people with physical limitations.
- 2) Provide support for programs to people who have physical, linguistic, or economic needs.
- 3) Offer continuing education for librarians to learn how to identify and fully serve the diverse populations in their communities.
- 4) Fund projects for access to materials of particular interest to people with disabilities and convert materials to usable formats for people with special needs or circumstances.
- 5) Purchase special technology or technology enhancements to serve people with physical limitations and disabilities.
- 6) Support multilingual programs in libraries.

Outcome

Increased library participation by people in Missouri who have special needs.

4. Promote a strong collaboration among libraries, archives, museums, and historical societies to build a cultural heritage infrastructure in the state.

Projects will be funded to preserve, digitize, and present items significant to Missouri's heritage.

Activities

- 1) Expand the "Virtually Missouri" database by adding special collections of archives, historical societies, libraries, and museums in the state.
- 2) Fund conservation and preservation of electronic publications and records relating to Missouri history and culture.
- 3) Fund "tagging" of digitized library materials/collections.
- 4) Train people in developing digital imaging projects to be added to the "Virtually Missouri" database.

Outcome

An increase in the number of records preserved and the number of records digitized and available for electronic presentation.

5. Establish partnerships to enhance literacy in communities.

Missouri's library literacy efforts have been strengthened considerably in the past five years through partnerships with literacy and educational organizations and State Library involvement. Further library literacy efforts will be encouraged and enhanced through LSTA funding.

Activities

- 1) Make grant calls for cooperative ventures designed to serve people with low levels of literacy.
- 2) Promote family literacy through library events with a family literacy focus.
- 3) Target funds toward efforts to assist people who are economically disadvantaged to increase their levels of literacy and educational attainment.
- 4) Provide support for Literacy Gatherings and other events that assemble key players to promote local or regional literacy efforts.
- 5) Support projects to enhance the acquisition of English for those whose native language is not English, especially Missouri's new immigrants.
- 6) Fund combined school and public library programs and events to promote literacy and language, job and life skills in economically disadvantaged communities.
- 7) Develop materials and programs for literacy outreach.

Outcomes

People with literacy needs will show an increase in skills and knowledge, improving their life status and condition.

6. Support special events and programs in libraries.

All across the state, libraries have increased their roles as cultural centers for their communities whether those communities are college campuses, historical societies, or small towns. Residents have thus come to expect their libraries to provide relevant and high-quality programming. To support this function, libraries often enter into collaborations with community partners or seek support from local entities. Libraries will be encouraged to further these collaborations through new statewide programs.

Activities

- 1) Support library programs sponsored in conjunction with community partners.
- 2) Develop and distribute information about expert presenters and sources for materials for library programming so libraries will have the information they need to set up outstanding programs.
- 3) Offer workshops with a home-school resource component to help those who are providing home-schooling for children.
- 4) Provide funds for cooperative programs and ventures among all types of libraries and potential partners.

Outcomes

Increased respect for the library's role in the community through partnerships between libraries and other entities.

The World - Beyond the Here and Now

Like businesses and other professions, Missouri libraries are being asked to do more with less funding and staff. Technology has helped libraries incorporate efficiencies into their operations and introduce their communities to a wealth of electronic information sources. In many ways, library staff serve as guides, training and helping citizens adjust to technologies that affect and enrich their lives. This service is expected to continue with the introduction of even more sophisticated technologies.

The State of Missouri pioneered early networking initiatives, and the Missouri library community embraced these efforts for working with other libraries and promotion of interlibrary loan services. Recognizing growing needs and limited resources, libraries have entered into cooperative arrangements with other libraries and community partners to acquire materials, conduct research, and design new projects.

Promoting the library's essential role within a community and within society at large is a challenge to be met by all library staff and institutional governing bodies. Innovative projects that advance this goal will be supported and their replication encouraged through grants and training opportunities.

Missouri has the following goals for expanding service access beyond local library resources and what a community might offer:

1. Continue to encourage library progress through shared statewide planning, knowledge, and resources.

Libraries must work together to achieve higher service levels for all their constituents. Library and other statewide leaders have much to offer in their collective knowledge of the community and library services. Current library groups—school, academic, public—will be encouraged to increase communication, share training, and project planning.

Activities

- 1) Use LSTA funds to support discussion and planning on common issues such as resource sharing, electronic services, technology development, staffing, and funding.
- 2) Recruit leaders from each type of library to participate in planning committees and advisory forums.
- 3) Develop collaborative programs to improve library services through resource sharing to meet the needs and requirements of the partnering libraries.

Outcome

Improved library services statewide due to ongoing communication among leaders and research documenting the contributions of librarians to their communities.

2. Facilitate electronic communication and exchange of ideas for library staff.

Electronic tools are effective means to share new ideas for programs and service improvements among library staff. The lessons learned through the successes and problems encountered by libraries can be shared throughout the library service community.

Activity

- 1) Support technologies to foster resource and idea sharing, including electronic communication between libraries and library staff.
- 2) Expand the library videoconferencing network in the state.
- 3) Promote the use of Missouri's library videoconferencing centers.

Outcome

More rapid dissemination of new techniques and ideas to be implemented throughout libraries.

3. Help planners improve library services through use of research on the local, state, national, and international levels.

The library field is changing rapidly, and librarians need to be aware of new research in the profession. Planners need good information for decision-making on future directions for their libraries, community needs, and partnership development.

Activities

- 1) Use LSTA funds for support of local- and state-level research to establish program baselines, ascertain current public awareness levels, and document program effectiveness.
- 2) Communicate results from library research at all levels to library planners through print and electronic media and in meetings.
- 3) Conduct workshops to help library planners understand research methods for project development.
- 4) Conduct a pay equity study comparing library staff with other positions based on educational attainment and job responsibilities.

Outcome

An increase in the number of libraries using research results and an increase in the skills of libraries in developing appropriate research at the local level.

4. Publicize the contributions of libraries to lifelong learning, economic development, and the overall quality of life in communities to all Missourians to increase awareness of the value of library services.

Statewide programs will help libraries effectively market their services, and research will document awareness of library services and their perceived value. Publications, news venues, events, awards, and press releases will be used to publicize library contributions to economic development and lifelong learning.

Activities

- 1) Provide regional training in library marketing techniques and trends affecting library service.
- 2) Conduct statewide survey to determine Missourians' knowledge and use of libraries.
- 3) Commission a study to determine the economic impact of libraries statewide and within communities.
- 4) Develop an awards program for recognizing library efforts.
- 5) Promote understanding of libraries' contributions to lifelong learning and the quality of life through publications, exhibits, and other media.

Outcome

Increased support and increased use of libraries by Missourians.

5. Develop a collaborative digital and electronic reference service to improve timeliness and availability of access to information.

Electronic reference service has the potential to overcome limitations of local reference collections and service hours and to provide access to resources beyond state boundaries.

An expansion of the resources available for reference service throughout Missouri will increase both the quality of responses to information requests and improve the time required for response.

Activities

- 1) Fund collaborative projects among different types of libraries for development of a service to meet the information needs of adults, children, and students.
- 2) Pilot and support reference service interactions through current and forthcoming technology.
- 3) Provide training for library staff on new modes of reference service.

Outcome

Missourians will use their local libraries as gateways to worldwide information.

6. Increase the content of the "Virtually Missouri" website by developing new digitization projects.

Missouri has a wealth of unique material in its libraries and museums. Availability and use of this material can be greatly enhanced by digitizing appropriate material. The "Virtually Missouri" website will serve as a portal to these projects. A statewide committee has developed guidelines for process, metadata, and access. These guidelines will be publicized and their use required for projects using LSTA funds.

Activities

- 1) Offer grants for conducting collection inventories.
- 2) Provide training in digitization techniques and issues.
- 3) Publicize the use and wealth of digitized collections through both print and electronic media.
- 4) Support projects for finding aids to enhance digital resource sharing and access to "Virtually Missouri."

Outcomes

Availability of these materials for use in research, classrooms, and the general public for personal interests will increase.

7. Increase interlibrary access to materials through continuation and expansion of the "Show Me the World" program to serve the users of all Missouri libraries.

This goal will be achieved through batchloading of records from libraries in the WorldCat database and providing access to the database through the FirstSearch software. In addition, libraries will use local funds to keep records up-to-date. Most academic libraries share a common library database, funded through state and institutional funds. School libraries have limited capacity to share resources for interlibrary loan at this time. Plans will be developed to address this need.

Activities

- 1) Continue to add Missouri library holdings to the OCLC database.
- 2) Build on pilot programs to make available the collections of special libraries when these are available to other libraries or the public.
- 3) Make “Show Me the World” available to other types of libraries. (Show Me the World is an integrated set of electronic services that facilitates resource sharing).
- 4) Train library staff to use and promote “Show Me the World.”
- 5) Continue to encourage interlibrary loan especially in those libraries that do not currently offer this service to patrons.
- 6) Expand the statewide delivery service to more libraries.

Outcomes

Expanded provision of needed materials to library users. More libraries will become knowledgeable about and use standardized practices.

8. Lead efforts to make searching the Internet more coherent for library users and to improve quality and relevancy of search results.

Librarians have great expertise in helping users find information. The current disorganized Internet hampers peoples’ attempts to find authoritative information.

Activities

- 1) Librarians will lead efforts to develop web portals, metadata, and search engines to assist searchers in locating needed information, at the appropriate level and depth.
- 2) Training for library staff and library users will help both develop better search skills and understand how to evaluate search results.
- 3) Librarians will help Missourians become information literate and encourage them to build stronger information skills.

Outcomes

Increased satisfaction of Missourians with information obtained from the Internet and increased ability of searchers to evaluate the accuracy of information.

LSTA Process in Missouri

The Secretary’s Council on Library Development, a group comprised of librarians, elected officials, and community representatives, reviews all program proposals for the expenditure of LSTA funds in the state. Council members receive regular documentation about LSTA programs prior to their quarterly meetings.

Issues of particular importance to the Council include better evaluation of state and federal library projects, the importance of training for library staffs, the recognition of diverse population groups within communities and how libraries can deliver services to these groups, and the need to stay current with new information technologies.

The State Library has responded to the Council's concerns by adopting outcomes-based evaluations for appropriate projects, surveying library staff about their continuing education

needs, developing new grant programs, and assessing the technology needs of the state's libraries.

Evaluation

Projects funded through LSTA will be evaluated using outcomes-based principles where appropriate and other methodologies including participant surveys, focus groups, post-event surveys, interviews, and staff and committee assessment of programs. State Library staff will also solicit program recommendations and comments from the Missouri Public Library Directors, MOBIUS Council, Missouri Association of School Librarians, and other library groups. These contributions help State Library staff make program changes or develop and recommend new approaches to address continuing needs. Training in evaluation is currently underway for State Library consultants, some of whom are using the outcomes-based method as a planning tool for continuing education, grants management, and other programs.

The overall LSTA program will be evaluated by State Library consultants to review accomplishments and problems and to determine whether needs stated in this five-year plan are being addressed. This will be discussed with the Secretary's Council for their advice to the Secretary of State about the program.

Periodic information covering progress on Missouri's plan will be issued to library staff and governing bodies and will be available on the Web.

Activities

- 1) State Library staff will provide information and training to sub-grantees on outcomes-based evaluation methods.
- 2) State Library staff will use evaluation as a planning tool for improved grant projects.
- 3) State Library staff will evaluate the Missouri LSTA program to clarify and refine activities funded through LSTA and libraries' access to those programs.
- 4) State Library staff will evaluate the Missouri LSTA program to assess participation by libraries of all types.

Outcomes

Understandable information about the value and use of this federal program will be available to government officials, the Missouri library community, and others interested in library progress in Missouri

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Appendix A

Timeline for LSTA Activities

Continuing Activities

Provide consulting services, publications, and planning assistance for libraries to support implementation of accepted standards and LSTA plan goals

Develop and administer grants to libraries, targeted to address implementing accepted standards and LSTA plan goals

Year One

- Show-Me the World
- Digitization projects
- Continuing education and training, including the summer and winter Library Skills
- Institutes, trustee training, youth and seniors services workshops and conferences
- Show-Me Steps grants for library staff training
- Videoconferencing network
- Technology expansion
- School and public library research
- Marketing efforts
- Consortia and partnerships promotion
- Projects to assist Missourians who have disabilities
- Projects to assist Missourians who are not literate or whose language is not English

Year Two

- Show-Me the World
- Digitization projects and permanency of “Virtually Missouri”
- Continuation of education and training, including grants for training locally
- Increased offerings on the videoconferencing network
- Technology expansion and investigation of new technologies
- Follow-up on school and public library research
- Replication of statewide library survey and assessment of marketing efforts
- Promotion of consortia and partnerships
- Continuation of programs to meet special needs of those who have disabilities, are not literate, and whose heritage is not the United States
- Celebration of the Lewis & Clark exploration
- Begin planning for collection development efforts
- Encouragement for library careers and lifelong learning for library staff
- Improve and support electronic reference services
- Fund efforts to help users access Internet resources

Year Three

- Show-Me the World
- Digitization projects and “Virtually Missouri”
- Continuation of education and training, including grant programs, recruitment and recognition programs
- Expanded use of the statewide videoconferencing network
- Technology expansion and promotion of successful new technologies
- Additional research and follow-up actions on past research
- Planning and efforts for additional marketing
- Promotion of consortia and partnerships
- Continuation of programs to meet special needs of those who have disabilities, are not literate, and whose heritage is not the United States
- Training and infrastructure development for collection development
- Improve and support electronic reference and information services
- Fund efforts to help users access Internet resources

Year Four

- Show-Me the World
- Digitization projects and “Virtually Missouri”
- Continuation of education and training, recruitment and recognition programs
- Technology expansion, pilot projects to explore new technologies, and promotion of new technology that is proven successful
- Assessment of marketing efforts
- Promotion of consortia and partnerships
- Continuation and assessment of programs to meet special needs
- Training and infrastructure development for collection development
- Continue electronic reference and information services as needed
- Assess and continue efforts to help users access Internet resources

Year Five

- Evaluate past years’ LSTA activities
- Prepare next LSTA plan in the context of comprehensive planning for Missouri library service
- Continue and expand success of previous years’ programs under the goals and activities outlined in this plan

Appendix B

Definitions of Libraries

Public Library

A public library is a library established and maintained under the provisions of the library laws or other laws of the state related to libraries, primarily supported by public funds and designed to serve the general public.

School Library

A public elementary school or secondary school library is a library controlled and operated by publicly supported elementary or secondary schools, and designated to serve faculty and students of that school.

Academic Library

An academic library is a library which is controlled and operated by a two- or four-year college or university, either publicly supported or private, and which is designated primarily to serve faculty and students of that college or university.

Special Library

A special library is a library established by an organization and designed to serve the special needs of its employees or clientele. A special library must have an appropriately trained librarian, an organized collection, a minimum of 20 hours of service per week, with some opportunity allowed for service to the public or a strong commitment to resource sharing. Special libraries include both private libraries and publicly funded libraries, such as those serving mental health facilities, correctional institutions, and government agencies.

Library Consortium

A library consortium is any local, statewide, regional, interstate, or international cooperative association of library entities which provides for the systematic and effective coordination of the resources of school, public, academic, and special libraries and information centers and for improved services for the clientele of such library entities.

Appendix C

General Procedures for Allocation of Funds

The Secretary of State and the State Library will establish the annual allocation of funds for priority activities in consultation with the library community and the Secretary's Council on Library Development.

Statewide Projects

1. Statewide projects will be administered in compliance with all applicable federal and state regulations.
2. Statewide projects may be accomplished directly through the State Library or through agreements with other service providers.
3. Proposals, including project budgets, will be approved annually by the State Librarian and Secretary of State.
4. Proposal applications that are incomplete, substantively inaccurate, or received after announced deadlines shall be rejected.
5. Statewide projects will be considered by the Secretary's Council on Library Development for recommendation to the Secretary of State.

Grant Projects

1. Grant programs will be administered in compliance with all federal and state regulations.
2. Notification of the availability of grants will be made through State Library publications and directed announcements, and will include requirements for participation and application instructions.
3. Applications shall include the following information, at a minimum:
 - Description of the project that includes the benefit to be provided to the users of the library and information service, project goal(s), action plan, and a schedule of implementation
 - Project budget
 - Indications the project can be completed within the specified grant period
 - Plan for evaluation of the projectAdditional information and supported documentation may be requested as appropriate to the type of application.
4. Grant applications will be reviewed and rated by State Library staff and/or peer reviewers. The State Librarian will recommend grants to the Secretary of State for funding.
5. Grant applications that are incomplete, substantively inaccurate, or received after announced deadlines shall be rejected.
6. Sub-grantees will be provided with forms and instructions for preparation of required project narrative and financial reports.
7. Grant projects will be evaluated on an annual basis, with regard to overall progress toward goals in this five-year plan. Grant projects may be subject to independent evaluation by State Library staff or peer reviewers.
8. Libraries will be encouraged to replicate and expand upon best projects from the previous year(s).

Appendix D

State Library Activities

The State Library staff will administer all aspects of the LSTA grant program, with direction from the State Librarian and oversight from the Secretary's Council on Library Development. Administration will include:

1. Consulting services will be provided by State Library staff and qualified staff from other libraries.
2. Information about innovative library programs, grants, and best library practice will be disseminated through publications, Internet web pages, and other communications with the library community and Missourians.
3. The State Library will assist in the planning of state-level programs through sponsorship of joint meetings, publications, e-mail, committee participation, and other means to further participation by appropriate stakeholders.
4. Wolfner Library for the Blind and Physically Handicapped will provide library services in alternate formats for persons with print disabilities.

Administration

The State Library will establish an annual budget for administrative costs, to include:

- Costs related to administration of subgrants, including solicitation and review of applications, on-site review visits, mailings, staff and operations costs for providing oversight and financial management.
- Costs related to the Secretary's Council on Library Development, which provides policy direction to the Secretary of State for Missouri's LSTA plan.

Secretary's Council on Library Development—

Membership & Role

The Secretary's Council on Library Development is made up of representatives from all areas of the state, including legislators, public library trustees, citizens, and librarians from all types of libraries. This group advises the State Librarian and Secretary of State on federal grant programs, statewide library concerns, and all matters that relate to Missouri libraries and library service to Missouri citizens; recommends policy and programs; and communicates the value of libraries to people in the state and to those responsible for libraries.